

Agreement by Israel and Egypt on draft peace treaty

Agreement on an Israeli-Egyptian peace has been reached at the negotiations in London. The ministers taking part have home to present the draft agreement to respective Cabinets. But they are expected to return to the United States in mid-week to discuss on several outstanding issues.

Quarter intervention brings success

London, Oct. 22.—Agreement has been reached on an Egyptian peace treaty at talks here and the Egyptian side has agreed to return to the negotiations for approval, announced today.

Mr. Dayan said at the airport that it would be up to the Cabinet to accept or reject the draft or to demand revisions. If it decided to accept the draft, he said, his delegation would return to Washington by the middle of the week.

Mr. Dayan said there were still important subjects on which agreement had not yet been reached but both he and Mr. Begin expressed the belief that the Egyptians were sincere in their desire to reach a settlement and were not trying to distort the agreements reached at Camp David.

The main problem is understood to be over the question of linking the peace treaty between Israel and Egypt with the settlement of the West Bank. The Egyptians want the two elements tied so that they can show the rest of the Arab world they have not abandoned Palestinian interests for the sake of a separate peace.

Mr. Dayan reiterated tonight that Israel's contention was that from a legal point of view there was no connexion between the Sinai withdrawal and the West Bank settlement.

Both Mr. Dayan and Mr. Begin displayed an optimistic attitude but they face some hard argument at tomorrow's Cabinet meeting from elements who believe that Israel is being pressed into making concessions that it cannot afford.

At least four ministers, led by Mr. Ariel Sharon, Minister of Agriculture, are determined that Israel should not give way on the linkage issue.

They are also expected to demand the establishment of full diplomatic relations with Egypt immediately after Israel's first withdrawal from Sinai rather than when the withdrawal has been completed.

Direct intervention by President Carter on these different occasions helped Egypt and Israel to overcome their differences and reach agreement, the official Middle East news agency reported.

Foreign Ministry officials here were withholding comment on the Washington developments.—Reuter.

Arabs seek £4,500m to combat Camp David, page 6



Cardinal Wyszyński, the Polish Primate, kissing the Pope's hand after the installation

Applause for the Pope's masterly address at installation ceremony

From Peter Nichols
Rome, Oct. 22

Pope John Paul II transformed his formal installation ceremony into a tour de force which combined with his message yesterday with the world's press, establishes a new power on the international scene.

Like no Pope within living memory, he showed a complete mastery of the situation after less than a week as Pontiff: a mastery over the crowd of at least a quarter of a million people gathered in St. Peter's Square, from the applause at his entrance to his closing line more than three hours later.

It is time for you to go and rest, as it is for the Pope. He spoke in his homily in Italian but added messages and comments in English, French, German, Polish, Spanish, Portuguese, Russian, Czech, Ukrainian and Rumanian. He maintained an extraordinary sense of urgency and personal commitment. At times during his sermon practically every sentence he spoke was applauded.

The applause was great when he told the world that although a son of Poland, he became a son of Rome at this moment. "Yes, a Roman. He is a Roman also because he is the son of a nation whose history, from its first beginnings, and whose thousand-year-old traditions are marked by a living, strong, unbroken and deeply felt link with the See of Peter, a nation which has ever remained faithful to this See of Rome."

Even more so when he called for an end to fear. "Open wide the doors for Christ. To his saying power open the boundaries of states, economic and political systems, the vast fields of culture, civilization and development. Do not be afraid. Christ knows what is in man. He alone knows it."

According to news agency reports here the passage concerning the opening of boundaries was left untranslated for audiences in Poland who were following the ceremony on television.

The Pope went on: "So often today man does not know what is within him, in the depths of his mind and heart. So often he is uncertain about the meaning of his life on this earth. He is assailed by doubt, a doubt which turns into despair. We ask you, therefore, we beg you with humility and trust, let Christ speak to man. He alone has words of life, yes, of eternal life."

He told the several thousand Poles in the square, with obvious emotion that "everything I could say would fade into insignificance compared with what my heart feels, and your hearts feel, at this moment. So let us leave aside words."

He greeted each individual Cardinal before the consecration of the Mass, at too great a length for the requirements of the masters of the ceremonies: from the emotional embrace of Cardinal Wyszyński, the Polish primate, to the words of encouragement to all of them, the smiles and the firm grasp by the shoulders of the frail old men of the Sacred College. He rose from his chair to help some of them to their feet as they left him.

The Pope's reversal of official planning was at its height yesterday when he received an estimated 2,000 representatives of the world's press in an audience to last half an hour. It went on for twice as long.

After reading his prepared text, the Pope began moving the length of the Hall of Benediction towards the door and spent half an hour stopping to answer questions, giving his blessing and offering opinions on life in the Vatican ("after five days it's passable").

The moment at which the Pope managed best to combine his personal impact with the huge office to which he has been elected was immediately after the Mass in St. Peter's Square, when he appeared at the window of his study to revive the tradition of a few words before leaving the Sunday Angelus.

He addressed himself to young people. The future of the world was in their hands, he said. "You are the hope of the Church. And you are my hope." His words were greeted by a storm of applause.

Text of homily and Warsaw reaction, page 5



The Archbishop of Canterbury, Dr Donald Coggan, sitting next to an Orthodox leader in St Peter's Square.

Mr Ennals to meet management side on hospital dispute

By Michael Horsnell

More than 9,000 hospital beds lay empty last night after the breakdown of talks between the union and the management side of the dispute involving hospital engineers and works supervisors.

As the strikers gave a warning that the situation would worsen, officials of the Department of Health and Social Security admitted that the appeal on Friday by Mr David Ennals, Secretary of State for Social Services, for a return to work because patients were dying, had been ignored.

A fresh attempt to end the strike will be made today by Mr Ennals. He said yesterday that he would meet the chairman of the management side this morning and was "urgently considering" the next steps towards ending the deadlock.

Dr Gerard Vaughan, an opposition spokesman on health, has called on the Prime Minister to dismiss Mr Ennals and Mr Roland Moele, Minister of State for Health.

Mr Vaughan, Conservative MP for Reading, South, said: "If people have died as a result of this dispute, as Mr Ennals has said, then ministers are equally, if not more, to blame."

It is time that these two men made way for ministers with more understanding of the needs of sick people. It is a tragedy that at a time when the National Health Service is in such difficulties we have ministers who dither and delay like this.

In the present dispute, in which engineers are refusing to supervise laundries and sterilisation equipment, there is a genuine grievance which should have been tackled quickly and with understanding. Dr Vaughan said.

The works supervisors renewed an appeal to Mr James Callaghan yesterday to intervene in the five-week dispute.

Mr Allan Black, secretary of the staff side of the negotiating committee of the Whitley Council, the negotiating body for unions and management in the health service, said: "The situation is bound to get worse. The talks broke down on Friday and no further meetings are planned."

Mr Ennals claims that patients are dying as a result of the dispute. He has asked for details about such deaths and he has had to admit he does not know of any attributable to industrial action.

He added: "The instructions to our members are quite clear. Where there is a life and death situation, or where there are emergencies, they will be coaxed with by our members supplying necessary sterilized equipment, laundry output and so on."

The 9,000 empty beds represent only a small proportion of the 380,000 beds in daily use in Britain but many are needed for people undergoing important operations.

Mr Charles Gallanough, an orthopaedic surgeon at Redhill Hospital, Surrey, says in a letter to *The Times* today that his hospital would be unable to deal with a serious emergency at Gatwick airport. He blames senior management and politicians for the crisis, which has greatly increased the waiting list.

Proposals to set up regional dispute panels throughout the NHS to avert the risk of local disputes will be announced by Mr Ennals today.

Continued on page 2, col 2

Mr Nkomo tells of girls shot in raid

From Lawrence Pintak
Lusaka, Oct. 22

The credibility of Mr Joshua Nkomo's guerrilla organization was tonight pitted against that of the Salisbury Government as the two sides continued to stand behind their widely varying versions of events surrounding the massive Rhodesian assault on nationalist bases here.

A Rhodesian communiqué issued yesterday claimed as many as 1,500 guerrillas had been killed in air and ground attacks on 12 bases in Zambia run by Mr Nkomo's Zipra army.

Nkomo had a quite different version of things. He said 226 combatants were rescued and 11 killed in the first Rhodesian attack on a camp only 12 miles outside Lusaka, while 192 people, almost all girls, were dead or missing following an assault on a training camp for women about 130 miles north of the city.

None of his "freedom fighters" had been killed, the nationalist leader told reporters, while at least nine Rhodesian aircraft had been shot down.

Mr Nkomo said low-level fighting continued and the Rhodesian Government announced its forces were "fighting side by side" with the guerrillas.

At a news conference today, Mr Nkomo produced two young girls of about 15 years old, who were allegedly at the camp when the Rhodesians struck.

One of them, who limped out on her bandaged foot, which Mr Nkomo claimed had been burnt by napalm, described how the Rhodesians slaughtered her friends.

The attackers tossed hand grenades into bunkers in which many were hiding, the girl said through an interpreter, while the signal calling her friends to surrender was given.

"She was then asked to shoot those girls," she said in response to Mr Nkomo's questioning. "She refused and then they opened fire and all the girls were shot down."

Although the girls said they had been trained in the use of Soviet-built AK47 assault rifles and rocket launchers, Mr Nkomo insisted all 1,500 girls at the camp were being prepared for police, medical and other civil service jobs in an independent Zimbabwe.

Of the 34 men there, he claimed, five were instructors and the rest were building a new kitchen.

Government and nationalist sources said a hundred guerrillas had been killed in clashes in and around at least four important Zipra military bases. Sources said it appeared that the Rhodesians were continuing mop-up operations.

An angry Mr Nkomo launched a vicious attack on Western journalists who he accused of distortion and fabrication in their coverage of the raid.

The Western press seems to take all that is said by white men as fact," he told reporters. "And that said by black men is lies. You seem to be racist you people, all of you."

The Rhodesian attacks have clearly killed any chance of a negotiated peace in Rhodesia. Mr Nkomo has remained prepared to talk when and if he thought it to his advantage. Until he can recoup his losses of the past few days, the aging nationalist leader will certainly stay far from the bargaining table.

Zambia raids gamble, page 6

At least 6 die in Iran protests

Tehran, Oct. 22.—At least six people were killed in Iran today when police opened fire on teachers and students demonstrating against the Government in the western Iranian city of Hamadan, according to press reports.

The reports said the clashes took place after the demonstrators ignored a police warning and began setting fire to banks and government buildings.

Police first used tear gas but opened fire when the demonstrators attacked police vans and clashed with the anti-riot squad.

A demonstrator was also killed in the Gulf port of Bushehr yesterday during student protests against a shortage of textbooks, and two houses occupied by West German technicians were attacked, newspapers said.

In Tehran, about 2,000 students staged a peaceful anti-government demonstration at the Aryamehr Technical University, the most militant of the capital's five campuses, after demonstrations at two other universities yesterday. No incidents were reported.—AP and Reuter.

Owen warning, page 6

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Health views pay fended

By George Clark

Some Conservative members continued to fulminate against what they regard as Edward Heath's disloyalty to Mrs Margaret Thatcher, Mr Peter Walker, MP for Worcester and Mr Heath's chief manager in the last election contest, yesterday defended his former leader's recent speeches on health policy as being factual statements of the reality in the industry.

Talking at Droitwich, Mr Walker said that of the two views, the Government's and the Conservative's, that of the latter would be more successful in engaging the public in the industry but that was not the point.

He said that after the Prime Minister's speech on the necessity for a health service, the Government's view was to return to the old system of the engineers asked for an increase of one-third in their wages of 15 per cent, nurses of 5 per cent, and rejected by both the Ford and the BOC unions, he said.

It is the present union leadership who are now clearly stating that under the Conservatives we are not going to have a health service.

CBI prepares to fight over prices and pay

Traditionalists in the Confederation of British Industry are pressing for a harsh line to be taken in next year's pay round following trade union rejection of Phase Four controls. On prices, the CBI and the Retail Consortium are preparing to fight the Government over proposed moves to strengthen Price Commission powers and the possible introduction of new measures, including a price freeze. Page 21

Optimism on Salt
Prospects for the early conclusion of a new strategic arms limitation (Salt) accord seemed brighter as the United States reported a constructive round of negotiations between Mr Cyrus Vance, the American Secretary of State, and Mr Andrei Gromyko, the Soviet Foreign Minister at the Kremlin. Few issues to settle, page 6

Three plans for tanker
It is possible that the grounded tanker *Christos Bits* will be sunk roughly where she lies off Milford Haven. Other possibilities are that she will be towed to deeper water and sunk or salvaged for scrap. Page 2

Wadkins wins play-off
Bobby Wadkins won the European Open golf championship at Walton Heath after a sudden death play-off involving Gil Morgan and Britain's Bernard Gallacher. Wadkins ended an exciting day by taking the first extra hole and his first major victory. Page 11

BBC faces serious cash difficulties

The BBC may soon be in serious financial difficulties unless the Government agrees to increase the colour television licence to £30. Pensioners pose one hurdle. It is argued that many will not be able to afford the extra, but the BBC insists the increase must be overall. Page 2

Labour battle on EMS
The battle within the Labour Party over whether Britain should join in the proposed European Monetary System is expected to continue at today's meeting of the Cabinet and the party's national executive. Discussion on the next session's parliamentary programme will be pushed into the background. Page 2

Mrs Thatcher cheered
Mrs Margaret Thatcher, the Conservative leader, received a standing ovation at the Madrid national congress of the ruling Centre Democratic Party after a speech in which she expressed determination to bring Spain into the European Community as soon as possible. Page 5

Union ban: Three Forces magazines say
That union recruitment notices will not be accepted by them. Page 2
Tokyo: China's Deputy Prime Minister given strong police protection as he arrives for ratification of Sino-Japanese treaty. Page 6
Exhibition centre: Can London compete with the Continent? A three page Special Report. Page 7-9

Mr Mikoyan dies at 82 after long illness

Mr Anastas Mikoyan, a veteran Bolshevik and former President of the Soviet Union who served under Stalin, Malenkov, Khrushchev and Brezhnev, has died at the age of 82 after a "grave and long illness". He was the only original member of Stalin's Government to retire with his life and reputation intact. Obituary, page 18

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Letters: On the NHS dispute, from Mr Charles Gallanough; on an income policy, from Lord Boyd-Carpenter; and on Churchill, from Lord Bessborough.
Leading articles: Regional peace in Asia; Drugs and prisons.
Features, pages 16 and 20
Anthony Howard celebrates a victory for open government: Roger Berthoin on the poet who was driven out of East Germany. Arts, page 19

Derek Hudson reviews *A Portrait of Jane Austen* by Lord David Cecil; Michael Church on *A Sense of Loss* (BBC2); Ned Chaffler on *The Strongest Man in the World* at Nottingham; John Higgins on *Die Zambertotte* at Oxford. Sport, pages 10-12
Golf: United States win Eisenhower Trophy; Football: Injuries hit Irish teams before European championship matches; Racing: 464 yearlings sold at Newmarket in one week for £9.6m. Business News, pages 21-26

Financial Editor: Why Britain is invading the United States; Banking figures: adjusting in the corner.
Business features: Chris Pond and Ceri Thomas examine the plight of the illegally employed worker.
Business Diary: Policy dispute at British Leyland's Dutch subsidiary.

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HOME NEWS

'Piggeries' sale shows extent of Liverpool housing revolution

By John Young
Planning Reporter

At an unprecedented meeting of Liverpool's housing committee last Thursday representatives of four property companies and a housing association were summoned to present their reasons for wishing to purchase and restore three vandalized and almost empty tower blocks of flats, of which the council has in effect washed its hands.

The three buildings, Haigh, Canterbury and Crosbie Heights, each contain 70 flats and maisonettes and were completed only 12 years ago. Why they should have proved such a disaster is not clear; but they are known throughout Merseyside as "the piggeries", and only four of the flats are said to be still inhabited.

The council's determination to rid itself of the buildings, claiming that the only alternative is demolition, is part of the housing revolution taking place in Liverpool.

The city owns about 80,000 dwellings. The Liberals and Conservatives, who together control the council, have stated that every house, and certain flats and maisonettes, should be offered for sale to sitting tenants at a 20 per cent discount on the assessed market price.

Moreover, unpopular new buildings which find no tenants within six weeks should also be put on the market. The only stipulation is that the sale price should not be below cost, and that special housing for the elderly or disabled is excluded.

The council is also disposing of unwanted land holdings to private builders. That began in 1975 with the leasing of two sites to the Unit Construction

Company and George Wimpey and Co to provide a total of 261 dwellings, all of which have been sold.

Five more sites, totalling more than 70 acres, are being developed by Wimpey, Barratts and Cubitts to provide more than 1,100 homes. Sixteen other sites are under consideration, of which there could be homes for another 3,000 owner-occupiers.

The council has modified its terms. Instead of a 99-year lease with ground rent, it now offers 999 years at a peppercorn rent. It insists, however, that priority should be given to council tenants and people displaced by clearance and improvement schemes.

The housing spokesman for the Labour minority, Mr Kenneth Stewart, says that the Liberals and Conservatives are disposing of publicly owned property at unjustifiably low prices, and are incurring extra debt charges in that they thereby lose the benefit of Government subsidies.

Mr Reginald Ffreeson, Minister for Housing and Construction, has also expressed disquiet. But Mr David Alton, the young Liberal chairman of the housing committee, says that so far fewer than 1,000 council houses have been sold and that the council is building about 800 new houses a year.

Mr Alton's stated intent is to "break up the municipal empire". He argues that the success of the sale schemes shows that thousands of council tenants are eager to buy their homes if the price is right.

There is considerable interest in seeing whether private enterprise can renew and find takers for "the piggeries".

Rent arrears measures called for by councils

By Christopher Warman
Local Government Correspondent

New measures to combat increasing council house rent arrears and legislation to give a better financial deal to private landlords with repairs and improvements are included in housing proposals by the Association of District Councils. They will be put to the Government today at a meeting of the Housing Consultative Council, a joint body of government ministers and local government representatives.

The Association of District Councils' team, led by Mr Frank Bushell, housing committee chairman, hopes that the measures will be included in the Housing Bill that Mr Peter Shore, Secretary of State for the Environment, has promised for the next parliamentary session.

On rent arrears, the association representing the 333 district councils in England and Wales, estimates that more than £15m is involved.

It is suggesting three ways in which the powers of housing authorities could be improved: an extension of the powers of central government to make direct payments of pensions and benefits to the local authority; wider powers to make attachment of earnings; and quicker procedures for possession orders.

Mr Bushell said that an urgent remedy was needed in the private rented sector, where the figures for housing in poor condition were disturbing. He wanted to see an end to the phasing of rent increases after improvements.



Admiral of the Fleet Sir Peter Hill-Norton inspecting Sea Cadets who paraded in Trafalgar Square yesterday to commemorate the 173rd anniversary of the death of Nelson.

Restrained by-election campaign with no distractions

Wages policy a main issue at Pontefract

From John Chatterton
Pontefract

Unlike another barrister who figures in an apocryphal legal story, Mr Hugo Page, the Conservative candidate in the by-election at Pontefract, can hardly proclaim that they talk of little else but the European Monetary System and the possible surplus in the units of account in the bar of Pontefract's Beasdale Vaux.

Nevertheless, he and his Labour opponent, Mr Geoffrey Lofthouse, do maintain that many of the 61,000 electors, who include an estimated 20,000 miners and their relatives, talk very seriously and responsibly about wages policy.

A swing of 27 per cent is needed to reverse the 23,804 Labour majority, and there is a marked air of stability about the whole make-up of the constituency.

No one has yet dared to use such phrases as "think the unthinkable", even though the atmosphere in Pontefract and Castleford does bear some resemblance to that in Workington two years ago, where The

Times predicted the unthinkable and a namesake of Mr Page won.

Some hopeful Conservatives draw comparisons with Ashfield, the Nottinghamshire mining area where there was a 20.9 per cent swing and a Conservative gain in April, 1977.

The Workington comparison is more valid, however, to most old by-election hands and there is much disillusionment about the Labour Government, audible from older generation lifelong supporters of the party, and a bright young Conservative candidate who in spite of his Harrow and Magdalen background can "talk the language" of miners and liquorice factory girls in a relaxed and toily unparaphrasing way.

One hears much talk of deliberate abstention, particularly from the womenfolk, with a fair sprinkling of threats to change over completely.

Sometimes the outside observer gets a sense of total inversion of the traditional pattern of things, with Mr Page advo-

cating responsible free collective bargaining and Mr Lofthouse (a former miner, and now a coal board personnel officer) staunchly defending the anti-inflation line.

He does, understandably, have to choose his words carefully, because the Yorkshire area of the National Union of Mineworkers has tabled a demand for a wage increase of about 25 per cent.

The campaign, like the territory and the people, has been restrained so far and one shrewd observer of the scene remarked last week that she had seen more "for sale" notices than election posters.

Mr Leslie Marsh, the Liberal, a guesthouse proprietor from York, aged 52, may of course gain from the prevailing disillusionment, but he is a realistic person and is only aiming at "improving" the Liberal position, which stood at 12.3 per cent of the vote in October, 1974.

He says that housing and other local bread and butter topics are the most interesting issues.

Mr Page puts housing a close second on his priority list; one explanation for that selection by both the Conservatives and the Liberals may possibly be that Mr Lofthouse is the chairman of the local authority's housing committee.

Both his opponents are attacking him particularly for the poor standards of maintenance of the council housing stock, but he proclaims that the record of the Wakefield Metropolitan District Council (which administers the constituency towns of Pontefract, Castleford and Featherstone), "cannot be bettered for an authority of its size".

All three candidates accept that law and order is an important issue.

At the end of the day, to borrow one of Mr Lofthouse's frequently used phrases and apply it to next Thursday, the outcome will probably be a low poll and a rather nasty dent in the Labour majority.

October, 1974: J. Harper (Lab), 34,402; R. F. Needham (C), 10,605; E. Lavery (WRP), 991. Lab majority, 23,804.

Boost for race body in industrial cases

By Annabel Ferriman

The Commission for Racial Equality has become much more successful recently in industrial tribunal cases in which it has provided full legal representation.

It has won 10 out of 40 cases this year, whereas in the first six months of its existence it won only one of 10. The success rate has therefore leapt from 10 per cent for June-December, 1977, to 25 per cent this year.

Only one other case has been won under the Race Relations Act, 1976, out of 150 fought, which suggests that without the help of the commission a complainant's chances of success are slim. Settlements have been in the region of £75 to £250.

Apart from providing legal representation, the commission has also given legal assistance in more than two hundred cases. It has achieved a settlement in favour of the complainant in 12. The complaints

section has also given advice in more than a thousand.

In its latest successful case the commission was able to prove that Pasold Limited, a company making Ladybird children's clothes near Slough, was operating a quota system for coloured employees against the terms of the Race Relations Act. Miss Samina Khan, aged 18, the applicant from Pakistan, was awarded £250 for injury to her feelings.

Miss Khan told the tribunal that she had applied for a job with Pasold as a trainee sewing machinist in September, 1977, but at the interview was told she could not be accepted because she would have travel difficulties.

She said her father would take her to work and that, if he could not, one bus went all the way. The interviewer said she thought it would mean taking two buses, but the tribunal found that was not the case. Two months later, when the

firm again advertised for trainee machinists, Miss Khan telephoned for an interview. The personnel department said there were no vacancies, but when Miss Khan's stepmother, who is English, telephoned five minutes later she was given one.

Miss Khan attended the interview in place of her stepmother, but again the interviewer, who recognized her as having applied before, said she would have travel difficulties. She gave Miss Khan no test for manual dexterity and no opportunity to show the samples of her work she had brought along.

The tribunal found it significant that the company had steadily reduced the percentage of non-white machinists from 18.2 per cent in September, 1976, to 12.6 per cent by September, 1977. The proportion rose sharply after Miss Khan put in her complaint.

Two die in car crash

Two people died at the weekend when the car in which they were travelling struck a lamp post in London Road, Colchester. The dead were Brian Gooday, aged 19, of Twinstead, and Claire Aley, aged 18.

Plaid Cymru MPs seek concessions

From Tim Jones
Swansea

Delegates to the Plaid Cymru conference which ended yesterday have instructed their MPs to obtain concessions from the Government as the price of voting with it.

But the party, which has demanded that £100m be spent to counter unemployment in Wales, made clear that there is no question of a pact with Mr Callaghan's Government.

During the conference issues such as the survival of the Welsh language and the spread of "foreign-owned" holiday homes received their usual impassioned airing but the questions of unemployment and devolution of the Welsh language showed the difficulties

the party faces, even within its own ranks, when discussing how best to secure its survival.

One resolution claimed that unless at least 4,500 children became fluent in Welsh every year the language would cease to be the main means of communication in any area of Wales by the year 2030.

To counter that, most facilities should be channelled into those areas where more than 30 per cent of the people spoke Welsh, it said.

But Mr Barry Cox, of Newport, gave a warning that the party was in danger of advocating linguistic apartheid. "What we are really saying is that we are pitting the Welsh speaker against the non-Welsh speaker."

Local authorities should have the power to ban any large sporting event of entertainment where there was a danger of serious damage or injury being caused by hooligans, the Association of Metropolitan Authorities believes.

The association, which represents councils in London and the main city areas, has put that view to the Department of the Environment and the Football Association working party on football-ground behaviour.

In its submission, the association asks for legal powers so that the authorities can impose bans on events or gatherings that might "cause fear or alarm to the residents in the vicinity".

The association also calls for stiffer penalties for those causing damage or bodily harm and the wider use of courts on the day of events.

Arrangements for the drinking of alcohol in and around football grounds and on all forms of transport used mainly for large sports and entertainment events should be reviewed.

The Italian masterpiece that fell from grace

Police began a hunt on Saturday for an art masterpiece after it blew off the roof rack of a car travelling along the M4.

The painting, which depicts St Mark's Square in Venice, by the Italian master Canaletto, is valued at £105,000. It was found by Mr Lawrence Ayres, aged 39, a properties man at Pinewood Film Studios, who saw the painting fall from the car near the Weston service station.

Mr Ayres said: "One car, swerved to avoid it but did not stop, but I did and retrieved the painting from the middle lane. I took it to work and had a look at it with some colleagues. Several people said it looked like a Canaletto but you do not expect a painting of that value to fall from a roof rack on a motorway."

Mr Ayres took the masterpiece to his home in Chapel Road, Redhill, intending to notify the police. "The incredible thing is that it was not damaged. The rate was knocked about but the painting was unharmed. I hate to think what might have happened if a heavy lorry had gone over it."

Mr Ayres spent the weekend with relatives in London, where he was on his way to Salop. It was his wife who, bearing a radio broadcast, realized the Canaletto was genuine. "I called the police and told them the painting was on my son's bed," she said.

Mr Ayres, who has three children, may pick up a reminder of the painting. "I understand the London dealer is thinking of offering us a reproduction," Mrs Ayres said.

Businessmen plan £1m fund to save HMS Ark Royal

By Henry Stanhope
Defence Correspondent

Two London businessmen are trying to sweet a fund to save HMS Ark Royal from the scrapyard. The 43,000-ton vessel, last of the Royal Navy's big fixed-wing aircraft carriers, is on its last voyage before being paid off from the fleet early in December.

Mr Barrie King, aged 36, and Mr David Griffiths, aged 52, who work together as consulting engineers, say they have won "a lot of sympathy" from the Ministry of Defence and the Royal Navy, and have tabled the proposal to tell the crew of the approaching effort.

Mr King said yesterday that their idea is to preserve the carrier as a floating museum, to remind future generations of what aircraft carriers looked like and perhaps as a conference centre and indoor sports complex.

According to first estimates, they will need to raise up to £1m in 18 months to preserve the vessel. "Then we have to face the problems of berthing and maintenance," Mr King said. "So we are entering this with our eyes wide open."

"We are not cranks, intent upon preserving ships at any price. Nor are we looking on it as a commercial proposition. Our idea is to form a registered charity to maintain the Ark."

A prison hospital officer at Parkhurst, on the Isle of Wight, Mr William Jones, was assaulted by a prisoner yesterday, the Home Office said. The prisoner is on report.

More suspect salmon
Three more tins of salmon from the batch bearing the serial number RF7-M 67105, which caused the deaths of two pensioners in August, were found in Bournemouth yesterday.

Attack in prison
A prison hospital officer at Parkhurst, on the Isle of Wight, Mr William Jones, was assaulted by a prisoner yesterday, the Home Office said. The prisoner is on report.

Forces bar on union recruitment extended

From Christopher Thom
Labour Staff

The official Royal Naval Air Force may have joined the ban on union recruitment, in banning publication, in banning union advertisements, attempts to persuade officers senior NCOs to "join us". Frederick Mulley, Secretary of Defence, has made the decision.

Navy News and R.A.F. have told the Association of Scientific, Technical and Aerial Staffs (ASTAS) recruitment advertisements not acceptable. Mr Mulley agreed to meet the union last month to explain why union membership drive in Armed Forces.

The issue began after S rejected an ASTAS advertisement on instructions from Ministry of Defence.

Civil Service unions, are not now actively nurtured their long-term ambition to unionize the military, nevertheless keeping an eye on the situation in the civil service area of union recruitment.

All industrial and industrial unions recognize the Civil Service Department have told Mr Mulley that military they would be "appropriate bodies".

Mr Mulley is trying to contain the flames that started with an impromptu remark in the Commons to effect that he had no objection to unionization of the forces joining union.

There is nothing to Servicemen or Servicewomen belonging to unions, but are banned. Craftsmen are encouraged to join a union at end of their service to help ease the transition to civil jobs.

Mr Mulley insists that there is no evidence of pressure for Service personnel to have terms and conditions of employment negotiated by a trade union.

Mr Gerry Gillman, general secretary of the Society of Civil and Public Servants, which represents executive officers of the Civil Service, said it is night that unionization of the forces was inevitable.

"It is only a question of time. We are one of the few Western European countries where there is not a strong union presence."

"I recognize that we are not talking about unionization in the normal way, because of the questions of strikes and military discipline. But I hope that Mr Mulley is not trying to be a King Canute in turning the tide."

"I am sure the minister would not want to go down in history as one of the stick-in-the-muds who took the narrow view of what his chiefs of staff told him."

In brief

Social workers step up action

The 320 striking social workers employed by Liverpool Corporation are intensifying their campaign over a pay dispute today, the start of the third week of their strike.

The workers mounted pickets outside the offices of the housing department and the planning department, in addition to the 16 social services offices.

Three hurt in knife attacks

A girl aged 16, a man aged 22 and a youth aged 16 were recovering in hospital at Liverpool yesterday after being knifed in two separate attacks by three men within a mile of each other. None was seriously injured.

The police said the attacks were apparently motivated. They believe the same was used in both.

Union leader dies

Mr William John, the South Wales member of the executive council of the National Union of Engineering Workers, died yesterday after an illness.

Mr John was also for three years a member of the Labour Party's National Executive.

Boy saves mother
David Pease, aged seven, dialled 999 for assistance yesterday after his mother, Mrs Jean Pease, was knocked out by an electric shock at her home in Cambridge.

March, Cambridgeshire. She was recovering last night.

If you have vacancies for young people, we have the experience to fill them.

As an employer, you know the problems of recruiting young people to suit your needs. It can be time-consuming and costly. Fortunately, professional help could be, literally, just around the corner. Simply call your local Careers Service office.

Our staff know a good deal about the abilities of local school leavers who are looking for jobs. In fact, we were in contact with many of them before they even left school.

With our experience and specialised skills, we can use this knowledge to identify the most suitable candidates. Which means you only

have to spend a little time selecting from a short list.

As well as saving time, you could also save money. You see, there's no fee for this service.

Incidentally, being part of the local education authority, we can also advise you on academic standards, apprenticeship schemes, day release and other further education, as well as on Government schemes to help unemployed youngsters. So get the help of our experienced professional staff in filling vacancies for young people. Call your local Careers Service office. Or fill in the coupon.

Please ask my local Careers Service office to contact me.

Name

Company

Address

County

Tel. No.

Return to: Roger Murphy, Careers Service Branch, Department of Employment, 97 Tottenham Court Rd., London W1P 0ER.

Careers Service

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OVERSEAS

Dr Owen sees danger for the West in toppling Shah of Iran

By Our Foreign Staff

Dr David Owen, the Foreign Secretary, yesterday came out firmly in support of the Government of the Shah of Iran.

The Shah is encountering strong opposition from Islamic activists in Iran. More than 3,000 people are believed to have died last month in rioting in Tehran.

Speaking on the London Weekend Television programme *Weekend World*, Dr Owen said: "It would not be in the interests of this country or the West for the Shah to be toppled."

"He would be toppled initially by a very right-wing government that would very soon be disrupted by the left and the left is really communism, the Soviet Union and terrorist-type groupings."

Britain had attempted to persuade the Shah to liberalize his Government and some progress had been made, particularly in the treatment of prisoners in jail.

Reacting to a suggestion that the Shah had a poor record over human rights, Dr Owen said that his Islamic opponents had a poor record too.

"There is no human rights interest in supporting that fanatical Muslim element that

wants to revert to no human rights for women at all."

Mr Stanley News, Labour MP for Harlow, said last night that he would be taking up in the Commons the comments made by Dr Owen in the television interview.

"The Government's position on Iran, which is obviously based partly on economic, partly strategic reasons, is absolutely appalling and flagrantly ignores the most elementary standards of human rights," Mr News said.

He and Mr Frank Allaun, a member of the Labour Party executive and chairman of Labour Action for Peace, have already written to Mr Callaghan, the Prime Minister, protesting against his letter to the Shah, delivered in September and expressing the Government's sympathy with the Shah in connection with the recent violence.

He pointed out that the Labour Party took an entirely different view of the Iran disturbances from the Government and was highly critical of the Shah's methods in dealing with peaceful demonstrators.

Mr News is to see Mr Frank Judd, Minister of State at the Foreign and Commonwealth Office, about Britain's supply of CS gas and other weapons to Iran.

Smith move on all-party talks made with eye on US opinion

Zambia raids gamble

By David Spanier

Once again the tactics of Mr Ian Smith, the Rhodesian Prime Minister, seem to be confused. He is now attempting to make a last-minute move to the Anglo-American plan for a settlement goes from here. Mr Smith's acceptance of an all-party conference in Rhodesia, coupled with the attack on Mr Joshua Nkomo's guerrilla campaign in Zambia, has put the initiative firmly back in his hands.

The next few days will show the reaction in Africa to the Rhodesian attack. The obvious risk in this move, in which Mr Smith is taking an unprecedented gamble, is that Zambia may seek Soviet and Cuban help.

At least it seems likely that military support from other African countries, such as Nigeria, and possibly Mozambique and Tanzania, is being immediately considered. This will mean widening the conflict with attendant risks of a regional war.

Mr Smith probably calculates that his own forces are more than a match for anything the Africans can muster, unless they are supported by Soviet air power, as in Ethiopia.

As for an all-party conference, Mr Smith appears to

have placed himself in the position of being the party in favour of a conference, leaving aside the demands which he has made for revision of the Anglo-American plan. While on the other side, the Patriotic Front, judging from Mr Nkomo's bitter denunciation, will be against further talks.

The strains on the Patriotic Front, led jointly by Mr Nkomo and Mr Robert Mugabe, which are already considerable, are likely to increase. The chances of another secret meeting between Mr Nkomo and Mr Smith seem to be out. But Mr Mugabe is reported to be in touch with chief Jeremiah Chirau, one of Mr Smith's African partners in the transitional government, which may in turn strengthen the Shona minority over their rivals in Rhodesia.

Mr Smith's longer term strategy is clearly directed towards the American Congress. His visit to the United States will not have been such a failure as it seemed, if by the end of the year he has managed to win American public opinion as leader of the party in favour of a conference which the other side has rejected, and the man who has organized an election in Rhodesia.

Holding such an election will be fraught with difficulty because of the guerrillas' control of the rural areas. But if the Patriotic Front refuses to take part in the voting, Mr Smith can say that it is not his fault.

Rebuff to Mr Odinga by ruling Kenya party

From Charles Harrison

Nairobi, Oct. 22.—Mr Odinga Odinga, a former vice-president of Kenya, has been barred from standing for the office of national chairman in the ruling Kenya African National Union (KANU) elections which take place next Saturday.

Mr Odinga, who broke away from KANU in 1966 to form a short-lived opposition party, was detained from 1969 to 1971 and has since been trying to re-enter Kenyan politics.

This weekend Mr Robert Masao, KANU's acting secretary-general, said that Mr Odinga, as a former member of an opposition party, could not stand for a KANU post without special clearance from President Daniel Moi, who is also president of KANU.

Mr Odinga, who rejoined KANU on his release from detention, said he was informed of this requirement only on Thursday.

He had immediately written to President Moi seeking the necessary clearance, but had received no reply. Mr Odinga is a member of the Luo tribe, the second largest in Kenya, and has considerable support among the Luo.

Several KANU leaders had said publicly that he should be given the opportunity to demonstrate the strength of his following in what will be the party's first national elections for 12 years.



Mr Cyrus Vance, the American Secretary of State, greeted by Mr Andrei Gromyko, the Soviet Foreign Minister, when he flew into Moscow with Mrs Vance on Saturday for a new round of arms limitation talks.

Few issues to settle as Salt talks resume

Moscow, Oct. 22.—

The United States and the Soviet Union today opened a critical round of talks on a new strategic arms limitation (Salt) agreement with a lengthy exchange on the few outstanding issues.

Meeting in the Kremlin, Mr Cyrus Vance, the American Secretary of State, and Mr Andrei Gromyko, the Soviet Foreign Minister, spoke for three and a half hours in what

an American spokesman said

was a serious and businesslike session.

After six years of negotiations, the issues have been reduced to a few important details in a draft text of more than 60 pages, according to the American side. Leading members of the United States delegation assessed the chances for concluding an accord in the meetings here today and tomorrow at 50-50.

Mr Gromyko was non-committal when asked if the talks

might end with an agreement

tomorrow.

The two principals did nearly all the talking at this morning's meeting, the American spokesman told reporters. The sole topic was Salt, and both began by outlining their governments' proposals for resolving the outstanding issues before proceeding to a discussion of the issues' details.

existing intercontinental

missiles and bombers; the time

table for reducing the Soviet

nuclear arsenal; and limits on

the Soviet Backfire bomber.

Mr Vance did not yet know

whether or when he would be

received by President Brezhnev,

his spokesman said. The

meeting was likely to take

place tomorrow afternoon, but

officials could not exclude the

possibility that Mr Vance

would extend his stay by one

day and see Mr Brezhnev on

Tuesday.—Reuters.

New Yorkers turn out to watch keep-fit fanatics suffer over their 'fun run'

From Michael Leapman

New York, Oct. 22.—

America's love affair with its legs came to a flamboyant climax today when more than 11,000 men and women set out on a 26-mile, 385-yard race touching all five of New York's boroughs.

Mainly because of the growing fad for fitness through running, and its attendant publicity, there were twice as many entries as last year's events.

As I write, the strugglers are still toiling over the line and flopping to the ground. The Central Park, where hundreds of thousands of spectators had gone to watch their final agonizing steps.

Officials estimate that a million people watched the runners as they pounded along streets which had been closed to traffic. The race was a popular event, and the runners were urged on by their supporters.

By a coincidence, the number of contestants was roughly the same as for the Sunday Times Fun Run in Hyde Park a few weeks ago. But there the comparison ends, because it was clear from the faces of the runners that whatever the cause may have been, today's event was no fun.

Bill Rodgers, a 30-year-old American, won it for his third successive year. Len Thompson

of Britain was second and

Trevor Wright, also of Britain,

came third.

Rodgers' time was two minutes slower than his record of 2hrs 10min 5sec, which he set in 1976. The winner's wife, Grete Walz, of Norway, set a new women's world record of 2hrs 32min 29sec.

The times were particularly impressive because of the unseasonably warm weather, with temperatures reaching the seventies. Although too hot for

runners, who survived by throwing water over themselves every mile or so, the sun made it a splendid day out for the spectators.

In the working-class streets of Queens and Brooklyn, people took folding chairs to the pavement so that they could sit back comfortably and watch the runners extend themselves to the limit. Some carried banners urging on their favourites.

Doctors specializing in foot ailments were stationed every mile after the first 10, and nothing else was left to chance either. Relays of pump policemen, who looked as they could have used the exercise, came before the leading runners on motorbikes and in squad cars.

One word I did not hear in all the build-up to the race was "jogging". This is a far more serious business than that.

British MPs at Somalia celebrations

From Our Correspondent

Nairobi, Oct. 22.—

Somalia this weekend celebrated the ninth anniversary of the revolution which brought President Siad Barre to power, with both British and United States delegations present.

During the past year Somalia has turned significantly towards the West, after the expulsion of Soviet military advisers.

The president in his speech yesterday praised both the West and China for their assistance, while calling on the Soviet Union and its allies, particularly Cuba, to end their support for the Ethiopian Government against Ethiopian liberation movements.

Five British MPs, led by Mr James Johnson, Labour MP for Hull West, attended the celebrations. The United States was represented by a delegation headed by Mr William Harrop, Deputy Assistant Secretary of State for African Affairs, and Rear-Admiral Samuel Packer, commander of the United States naval force based at Bahrain.

Mr Johnson said the presence of his delegation reflected increasing British interest in Somalia where substantial British aid was already committed.

In meetings with both the British and American groups, President Siad Barre is understood to have pressed Somalia's case for supplies of arms to rebuild its forces after their defeat in the Ogaden area of Ethiopia earlier this year.

Unlike previous years, the anniversary celebration parade concentrated more on unity and economic development than on a demonstration of military strength. Most of the 120,000 people in the anniversary parade were workers, cultural and sporting groups.

The president dismissed as "nonsense" the Ethiopian claim that Somalia wants to annex the Ogaden region. He said the people opposed to Ethiopian domination should be allowed the right of self-determination.

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N Yemen closes foreign missions after coup attempt

From Our Correspondent

Jiddah, Oct. 22.—

There is widespread fighting in the north of Yemen, according to Mr Abdullah Al-Asnag, North Yemen's Foreign Minister. Party militias are clashing with forces loyal to the late President Salem Robaye Ali, who was killed in a coup last June.

Mr Asnag said in an interview with the Jiddah Arab News, today.

Hinting that last week's coup attempt in Sana was inspired from Aden, he said the Government is to close all consulates in North Yemen. That is plainly directed at the Soviet and Iraqi missions in Taiz, the twin capital near the border with the south, against the Egyptian representative in the port of Hodeida.

Mr Asnag said that the "master mind of the attempted coup and the source of funds

for the rebels was foreign."

He had evidence that the

arrested officers had been

receiving immediate foreign

assistance. "Foreign" is the

usual euphemism for Soviet

influence and often refers to

Aden.

There was no drama in the attempt itself, he said. It was not true that the presidential palace had been destroyed, or that aircraft had been used to put down the rebels. Only four soldiers, trying to take the radio station, had been killed and the whole thing was over in minutes.

Mr Asnag arrived in Jiddah last night for talks with Crown Prince Fahd, deputizing for King Khalid and Prince Saud Al-Faisal, the Foreign Minister. That he should come so soon after the attempt indicates the depth of concern over the bitterness between north and south.

12,000 police shield Mr Teng in Tokyo

Tokyo, Oct. 22.—

Mr Teng Hsiao-ping, the Chinese Deputy Prime Minister, the first top-ranking Chinese Communist leader to visit Japan, arrived today to a hero's welcome.

Mr Teng, who is visiting Japan to mark the 25th anniversary of the Sino-Japanese peace and friendship treaty signed in Peking in August.

Mr Teng will have lunch with Emperor Hirohito in the Emperor's palace to show that the two countries have become friends.

The Japanese are viewing

the visit with a feeling of

euphoria, and see it as wiping

out 47 years of hostility ranging

from war to diplomatic

chilliness which began with the

Japanese invasion of Man-

churia in 1931.

The English-language news-

paper, *Asahi Evening News*,

said of tomorrow's lunch in

the palace: "It will be a his-

toric moment, bringing an end

to a long and unfortunate

period in relations between

Japan and China."

Mr Teng will be officially

welcomed tomorrow by Mr

Fukuda with whom he is to

have several rounds of talks.

He was heavily guarded during

his arrival to protect him from

rightists who are opposed to

the treaty and his visit.

More than 12,000 policemen

were deployed to guard the

Saka Palace in the city centre

where Mr Teng is staying.

Several rightists have been

arrested. One of them tried to

commit harakiri in front of Mr

Fukuda's residence yesterday

and two others climbed the

roof of Tokyo tower with a sign

reading "China is a fascist

Japan treaty."—Reuters.

Leading article, page 17

Prisoners of conscience

Soviet Union Balys Gayauskas

By Clifford Longley

Nationalism in the constituent territories of the Soviet Union remains an intractable problem for the authorities, particularly because nationalist movements tend to identify Russian domination with communism and resist both.

The Lithuanian nationalist movement is a prime example and its persecution predates human rights movements by a considerable span of history.

Mr Balys Gayauskas, was arrested and imprisoned in 1948 for participating in post-war Lithuanian nationalist activities aimed at independence, and he served 25 years in the corrective labour camps where he was held he gained a reputation as an articulate defender of human rights.

On his release in 1973, he devoted himself to relieving the conditions of prisoners' families, particularly political prisoners.

In 1977 he was arrested and accused of collecting material about the Lithuanian nationalist movement. His activities on behalf of prisoners were also held against him as evidence of anti-Soviet agitation, and he was sentenced to 10 years' corrective labour and five years' internal exile after a trial in Vilnius. This was the maximum sentence, and as it was his second conviction he has to serve it in a special regime labour colony, the most rigorous punishment in the Soviet penal system.

Nine in plane crash

Englehart, Ontario, Oct. 22.—Nine people were feared dead after a single-engine seaplane crashed and caught fire in dense bush near here yesterday, police said.

Released Cuban political prisoners arrive in US

Miami, Oct. 22.—

The first contingent of Cuban political prisoners to be reunited with their friends and families in the United States arrived here yesterday.

Some 70 people, including 46 former prisoners, received a standing ovation from more than 2,000 fellow-Cubans when they arrived from Havana by chartered aircraft.

They are the first group of several hundred opponents of President Castro's regime who hope to leave Cuba under an agreement to release political prisoners.

Señor Bernardo Benes, a Cuban-American banker who helped organize the flight, said he was told by President Castro before leaving Havana that the others could be set free by next January.

Dr Castro said in Havana yesterday he hoped for the release of all the political prisoners by the end of the year.

"Those guilty of serious crimes will not be allowed to leave the country, but that does not imply that we would exclude others," he said.

At yesterday's emotional reunion in a Florida concert hall, the loudest cheers were for Señor Antonio Cuesta, who was captured in 1966 after he

tried to land on the island

with a band of exiles opposed

to the 1959 revolution.

Earlier, the Cuban authorities broke with precedent and permitted correspondents to interview prisoners detained at the top security Combinado Del Este prison near Napana.

The refectory was the scene of tearful encounters between old friends. Mr Bobby Maduro, a leading member of the Cuban-American committee negotiating the releases, hugged a childhood friend who was jailed 19 years ago for counter-revolutionary action.

Most of the political prisoners interviewed were jailed for attacks on President Castro's life. Many said they hoped to be freed soon to join relatives in the United States.

Señor Julio Acosta, who has served nearly half a 30-year sentence, said he was recruited in the early 1960s by the Central Intelligence Agency (CIA), "although at the time I didn't even know what the CIA was."

He broke down when he talked about his family. "I would leave the country only if I could take my mother and son with me. I long to be a person again and not be labelled an ex-convict," he said.—Reuters.

Pakistan papers reappear with blank columns

From Our Correspondent

Islamabad, Oct. 22.—

Newspapers reappeared in Pakistan today after a three-day protest strike against censorship, but with their columns blank in numerous places marked by the censor.

The editors of 10 newspapers published from Karachi, Lahore, Quetta, Rawalpindi and Sukkur said today that with censorship it would be impossible to publish normally.

But since the vast readership could not be deprived indefinitely of the newspaper of their choice, it had been decided to resume publication.

The editors' statement regretted that the provincial governments did not allow freedom of expression.

Meanwhile, the suggestion of President Zia ul-Haq, to transfer power to the constituent parties of the Pakistan National Alliance in case they merged into a single Islamic party, has been criticized by the parties outside the government.

Leaders of the National Democratic Party, Jamiaul Ulama Pakistan and a few other parties have said the President had no authority to transfer power to any party without first holding general elections.

US pledge on Greece's full return to Nato

From Mario Modiano

Athens, Oct. 22.—

Greece and Turkey face another crisis after Ankara's decision to block Greece's reintegration in the Nato military structure unless the Greeks agree to share with the Turks operational jurisdiction in the Aegean, which has always been under Greek control.

Turkey's objections were voiced publicly on Friday by Mr Bulent Ecevit, the Prime Minister, just as the United States was trying to reassure the Greek leaders that it strongly favoured their country's early return to the military organization.

These assurances were conveyed by Mr Warren Christopher, the Deputy Secretary of State, who came to Athens last week to try to improve the relations with Greece.

The Greek formula approved by the Nato military leadership provides for the creation here of two Nato commands for the

central Mediterranean, headed

by Greek generals, under

whose orders the Greek forces

would be placed. All the other

Nato allies support this

arrangements in the hope that

it will restore some cohesion

to the southern wing, which

has been disrupted by Greek-

Turkish antagonism.

Mr Christopher confirmed

yesterday that the United States was strongly in favour of Greek reintegration. He told a press conference that it intended to do everything in its power to achieve it.

Asked to comment on Mr Ecevit's remarks, he said: "We think that it is important that Greece should return to the Nato military structure on a basis that is satisfactory both to Greece and to the alliance."

He did not refer to Turkish objections.

The Greek leaders are disappointed that the United States has failed to eliminate

SPECIAL REPORT

London as an exhibition centre

Not so Great today

ic Hart

an effective exhibition centre and how does it compare with those on the continent? Many say it does not, but changes have been made since the war and has become a leading exhibition centre.

Even so, some years ago the city and state backed new halls farther down the Rhine. Halls considered among the most advanced in Europe were inspected as sources for the design of Britain's National Exhibition Centre at Birmingham. Munich has some 20 interconnected halls, from pre-war ones to those with their paint still wet.

Even small Holland has three main centres: in Amsterdam the RAI halls, owned by a bicycle and car trade association; in Utrecht, there are the Royal Netherlands halls and a compact complex in Rotterdam. Sweden has excellent facilities including the Stockholm halls of the St Erik-Massan; Switzerland has an international centre in Basle, strategically placed on the French and German borders, and the marble-floored halls of the Ailan Fair are only one of the Italian centres.

Why has Britain's capital marked time with outdated and cramped premises? Possibly because of: private ownership of London halls; lack of state and municipal support; little appreciation of the invisible export potential; adverse geographical situation; small size of halls; inadequate and unmoderated services and no real conference facilities.

Many of these factors stemmed from lack of finance. Earls Court was in receivership and remained so for years. Olympia, then in competition with Earls Court, had reasonable returns some years but seemed never to find the money for large improvements.

Both halls suffered from having plans for redevelopment and extension refused and, since they became common control and entry almost decided to close down, one or the other of both of the halls might opt out of exhibitions. Lack of finance perpetuated lack of facilities; this in turn inhibited the London showing of



The important exhibitions are not held at Wembley. The centre is good for conferences, but six miles away from large halls. Photographs: Philip Sayer.

lucrative international circuit exhibitions, and this maintained the financial sluggishness to a mortal degree.

Unlike many European centres, London halls have not all received local authority or government support. Nor has the real importance of specialized trade events in promoting tourism — travel, hotels, restaurants and entertainment — been realized. Lip service has been paid but privately some thought exhibitions rather a nuisance.

Contrast a German city where the advent of an international trade fair induces

an atmosphere almost of festival and all public and private services combine to make their money-earning exhibition really succeed. The low-key British state affairs has been exacerbated by state subsidies to British firms to show in overseas exhibitions, while no concession, financial or otherwise, was given to those taking part in London-based international events. Now this has been somewhat eased by government support of part of the costs of promoting British shows abroad.

London's geographical position may also be a mild deterrent to the foreign

exhibitor and visitor: only 20 miles of Channel from Calais, but, as Napoleon found out, a barrier, even though now largely a psychological one. Consider the ease of driving across state boundaries in Western Europe to a trade fair in an adjoining country. Even with superlative exhibitions and conference services, off-shore London would still have to overcome the feeling that the United Kingdom is not in the mainstream of European specialized exhibitions.

What does the London exhibitor find? Doubtful hall services brought about by continued neglect and a typically British denigratory attitude that we really cannot be expected to be much good. Both media London halls are deficient in car parking short in access and exhibitor services and certainly missing out on facilities such as banks, post offices, travel agents, shops and the like, and have a generally shabby and unkempt aspect.

Nor have past industrial disputes really helped things. London's back-up services are more adequate. Numbers and classes of hotel rooms, restaurants, theatres, nightclubs, shops and places of interest to visit are better than most, although this means that the serious trade buyer has to compete with the year-round flow of mainly tourist visitors. A very serious shortcoming is in conference accommodation. European practice is to link the exhibition with an adjoining important really international conference, normally accommodating more than 1,000 delegates.

Conferences can be the raison d'être of the exhibition, large and significant though it may be. Central London has no conference halls up to international standards; neither Olympia nor Earls Court has any permanent arrangements and temporary ones are restricted and expensive to build. Small halls and some hotels are a limited answer and the excellent Wembley Conference Centre is not where the great exhibitions are. This odd British approach to conferences apparently still persists: even the NEC at Birmingham relies on the banqueting suite of a hotel near by for meals.

What is the score? London is losing out on the main international specialized exhibition front. The classic regular events of Europe in engineering, materials, consumer goods and commerce in general are largely denied to London; there are a few at the NEC. Size is the main problem. Remedial attempts have been made. Twenty years ago an imaginative scheme at the old Crystal Palace site founded on terrain and traffic considerations. Later, a plan for Northolt, solving the capital's exhibition and conference straitjacket problem, was killed by a conservationist lobby. London must accept the present position and make the most of what is available.

And that is happening. The new joint management of Olympia and Earls Court has decided to develop, as far as possible, the exhibition potential of their two separated halls. Prompted by the NEC's existence, the Greater London Council has woken up to the advantages of maintaining London as any sort of exhibition centre and is granting £5m to the halls for modernization and

Going, going, gone under canvas?

by Patrick O'Leary

Anyone wanting to mount a large exhibition in London is not overwhelmed by the number of venues at his disposal. According to the London Convention Bureau: "London has about a million square feet between Olympia and Earls Court, and about half as much again in other premises."

Apart from hotels the other premises in the big listed by the bureau include Alexandra Palace, the Café Royal, Connaught Rooms, Wembley, Empire Rooms, Fairfield Halls, Hammersmith Palais, Kensington Town Hall, Lord's Banqueting Suite, the Lyceum, the Royal Horticultural Society Halls, and the Spanish Rooms at Harrington House. Reinforcements are on the way, but are travelling rather more slowly than the US Cavalry. The much-delayed Barbican Centre expects to open in mid-1980, but is taking confirmed bookings only from the following January.

The next phase of the imaginative World Trade Centre at St. Katharine's Dock will concentrate on providing exhibition space. Mr. Gerry Risson, director of the Association of Exhibition Organizers, commented a few months ago that exhibitors might go under canvas if accommodation could not be found at the right price.

Meanwhile, the veteran Earls Court and Olympia it was turned down, and the owners decided to rebuild on a more massive scale. They called it a palace of the people. But several companies went bankrupt trying to make it pay until, in 1930, the palace and 100 acres of grounds in which it stands passed into public ownership. It is now the responsibility of the GLC.

The three exhibition halls total 80,000 sq ft. Money is being spent on decorating them, but decisions have yet to be taken on more comprehensive modernization. Palace officials would like to extend the exhibition area when the BBC leaves the wing of the building it has occupied since the early days of television. It is unlikely to desert for another two years. Meanwhile, this year has been the busiest for exhibitions at the palace for some time. It has benefited both from extra parking space on what used to be the local race course, and from electrification of the train service. King's Cross to Wembley Conference Wood Green.

One of London's latest venues is Kensington and Chelsea new town hall, officially opened last year. Its great hall has an area for exhibitions of more than 5,000 sq ft.

The Royal Horticultural Society owns an old hall and a new hall, offering respectively 10,000 sq ft and 20,000 sq ft. They are associated in the public mind with flower shows, but have also been used for the Sporting and Racing Motor Cycle Show, skateboard market, the London Master Baker's exhibition and many others. Next year's programme includes Exhibitions '79, promoting all aspects of the industry.

When the Barbican Centre opens in two years time it will include 88,000 sq ft of exhibition space. It will be divided into three adjoining halls of roughly equal size. Alexandra Palace, perched on the northern heights of London, is named after Britain's prettiest queen. Until modern architects got busy on the South Bank and in the City it was regarded as the city's ugliest building. This was partly because 10 days after it opened in 1873 Earls Court and Olympia it was turned down, and the owners decided to rebuild on a more massive scale. They called it a palace of the people. But several companies went bankrupt trying to make it pay until, in 1930, the palace and 100 acres of grounds in which it stands passed into public ownership. It is now the responsibility of the GLC.

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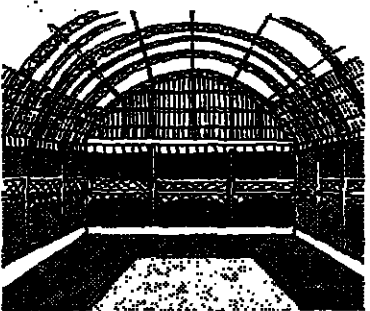
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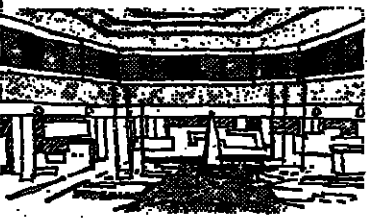
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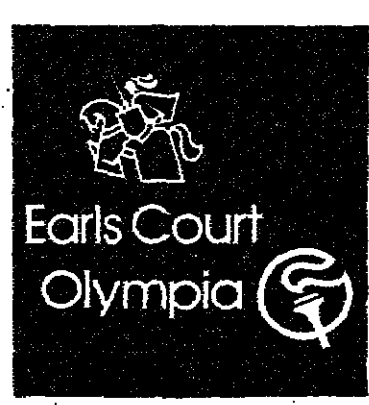


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... Together they make London the show centre of Europe.

Docklands scheme shelved for lack of finance

by Christopher Warman

Ever since the Great Exhibition it seems that London has been searching for a great exhibition centre. Perhaps it had not been for the unfortunate and spectacular fire in 1936 which put an end to the Crystal Palace dream, the search might not be continuing now.

That was in the time of the London County Council, of course, but its successor, the Greater London Council, has assumed responsibility for the quest as if it were a journey to find the Golden Fleece.

Other big cities in Europe have their exhibition centres, so should London. It is a matter of prestige to have one, apart from the economic benefits such a centre might yield. Naturally the GLC wanted the national exhibition centre for London, and it came as a blow when Birmingham won the prize.

The council did not give up the fight easily. Sir Desmond Plummer, GLC leader at the time, led the campaign for London and a site at Northolt near the RAF airfield was put forward. The

council announced it would put £10m into the project, and Lyons, the construction company joined in preliminary plans for the scheme.

Sadly for London, the Government decreed otherwise, but Sir Desmond was not prepared to let matters rest. Accordingly, the council offered £10m to any developer who was prepared to go ahead with building an exhibition centre in the London area, regardless of what was happening elsewhere.

The Government's clear preference for Birmingham may have put some companies off, but the time was no longer right. The property boom was ending, construction companies were beginning to run into difficulties, and the grandiose idea failed to materialize.

It was not the only plan. As the debate about the future of Covent Garden progressed in the late 1960s, the possibility of using some of the space left by the departing market as an exhibition and conference centre was considered. For three years or so the matter was researched and debated until the Government put an end to any hopes.

The Covent Garden plan-

ning team by that time had looked at exhibition centres in Europe and written reports of its feasibility. It was clear that the Government was not keen on the idea, and it was finally ruled out in 1973. The scale in Covent Garden was too small, and the project would have meant the demolition of many buildings (many of them listed). Not least, the local people did not want it.

That was one redevelopment site no longer in the market for an exhibition centre: but then came Docklands. Its huge 8.5 sq miles became the new target for regeneration, with all its implications for the inner city and the future of derelict land.

In March 1975, the council granted planning permission for a trade mart to be developed by Trammell Crow, a company based in Dallas, Texas, which has already built one at Brussels. The scheme was to provide 12,000 jobs and include six million sq ft of permanent exhibition space, as well as 24 acres of warehousing, shops and three 500-room hotels—a grand design.

Financial backing for the scheme has so far proved an

insuperable obstacle. The Government has not given its support or allowed the GLC to back it with guarantees; without guarantees the firms prepared to put money into it, such as pension funds and institutions, will not go ahead.

Earlier this year Mr Horace Cutler, GLC leader, was to have led a team to Dallas to look at Trammell Crow's trade mart there and discuss their plans for Docklands. It was called off by Trammell Crow on the ground that it was premature because insufficient progress had been made in London over a financial back-up.

Last July the council embarked on another initiative in Docklands; again an international conference centre formed an important part of the scheme. This was for a vast shopping centre, sports complex, exhibition centre and a Tivoli Gardens type of funfair. Possible sites for these ambitious projects are under consideration. The scheme has not got very far. A report is still being prepared.

Introducing the initiative, Miss Sheldagh Roberts, leader of the council's planning and communications policy committee, said it was giving

a clear indication of the path it believed development in Docklands should follow. She added: "Now it is up to the private sector to take up the challenge." That was likely to present difficulties. Few companies were prepared to pioneer a derelict area. Once the ball had begun rolling, it could be a different matter.

The GLC is, however, full of encouragement, and with this scheme showed it had started the process by identifying possible sites. For the international exhibition centre it wants if possible a river frontage, and more than 500,000 sq ft of exhibition space. It suggested as possible locations the North Quay of West India Dock; the Lincolns, between Silvertown Way and the River Lea; Victoria Docks; proposed open land in Greenwich south of the Thames barrier; or proposed open land north of Albert Dock basin.

If it is to come about, transport links to the centre of London are crucial. The GLC is already putting millions of pounds into roads and river crossings. What it wants is a rail link, the Jubilee Line, but despite Mr

Cutler's determination to press on alone if financial help is not forthcoming, finance inevitably remains a stumbling block.

The days of grandiose schemes, such as international exhibition centres, paid for entirely by local councils are over. As Miss Roberts said, the private sector must bear the brunt of the financial burden. The council's role is as a catalyst, encouraging, even cajoling industry and commerce, and convincing them of their value—all part of the partnership between the public and private sectors which is increasingly becoming the way for things to get done.

The GLC is therefore trying to make something happen, and at the same time is waiting for it to happen, in Docklands particularly. Until this occurs, the council is keeping its hand in to ensure that the capital has exhibition centres worthy of the name by helping with the finances of London's existing exhibition centres, and has already promised £5m to Earls Court.

The author is Local Government Correspondent, The Times.



The New Horticultural Hall, Westminster.

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Increasing role in sales promotion despite sceptics

by Patricia Tisdall

Most professional marketing executives dislike exhibitions. They regard them as time-consuming and expensive with benefits which are exceedingly difficult to measure. Yet despite the regular cries of "never again" exhibitors come back to the traditional shows year after year and new ones are appearing constantly.

Expenditure by British companies on trade and consumer exhibitions last year was up by 45 per cent on the previous 12 months. Even allowing for inflation (and the Incorporated Society of British Advertisers which produced the survey allows a generous 25 per cent for this as far as exhibition costs are concerned), the figures show an increase of 20 per cent.

One reason for such a startling rise is the arrival of the National Exhibition Centre at Birmingham. But the traditional London halls also took their share. ISBA reckons that Earls Court and Olympia alone accounted for 28 per cent while other locations in London, such as hotels, stores and companies' own premises, took a sizeable proportion of the remainder.

Altogether, ISBA's figures reveal that £58m was spent on trade and consumer exhibitions last year. If agricultural shows and private exhibitions are included the total comes to £109m. As Mr Gilbert Lamb, the director of ISBA points out, this is well ahead of the sums spent on posters and almost as much as is spent on magazine and periodical advertising.

On top of this, particularly where London is concerned, should be added the expenditure by foreign firms. Overseas exhibitors account for a sizeable share of almost any major trade show as well as being the force in consumer exhibitions. An estimate is that they would spend at least as much as the £31m invested overseas by British companies last year.

Exhibitions therefore continue to play an important and increasing role in promoting companies and their products. Yet marketing executives within these organizations, and particularly those dealing with mass

consumer products, frequently express sceptical views about the gains. The standard "cost per thousand" formulas which are applied to media advertising simply do not work for exhibitions. It is not difficult to measure the number of visitors and this is done as a matter of course.

But even with the big consumer shows like the Ideal Home Exhibition or the Boat Show where visitors may number 500,000 or more, the costs per thousand to exhibitors are far higher than for an advertisement. With trade shows, where the visitors may only be a few dozen, the comparison becomes even more ridiculous.

The equation still does not balance if the yardsticks used for salesmen are applied to exhibitions. A great many deals are clinched at display stands and there has been a growing tendency for exhibitors, particularly at the consumer shows, to sell direct to visitors.

But sales specialists including Mr Vic Markham, author of *Effective Industrial Selling*, maintain that exhibitions can waste salesmen's time on the reasoning that if the salesman is doing his job effectively they do not need to go to an exhibition to meet their customers.

In his experience: "One of the benefits of an exhibition is that the salesmen have an opportunity to introduce customers to their managers. It gives the salesmen personal back-up and it does mean that the next time the salesman meets the customer in the field he has a topic of conversation which is at least relevant to business and is interesting to both parties."

Another way of measuring the effectiveness of exhibitions is through their public relations value in a wider sense. One typical method of assessing public relations (used but not liked by the professionals) is in the number of column inches of editorial gained as a result of a particular drive.

This too is applied to exhibitions. But again, experts argue that there are more cost effective ways of winning press coverage if this alone is what is required. Exhibitions span all three functions of advertising, sales

and public relations and the assessment criteria from each can be and are applied. Exhibitors and exhibition organizers keep a careful tally of the number of visitors and measure both sales and column inches. But there are additional reasons why exhibitions continue to grow and flourish which are too complex to be measured easily.

One obvious benefit is in the quality of the audience. Every visitor to an exhibition is motivated to become a customer having made a personal effort to attend. His interest—the first requirement in any sales message—is already attracted.

The physical presence of the potential customer gives manufacturers of new or complex goods a chance to demonstrate their wares and resolve queries on the spot. Visitors can handle, test, feel and experiment with products to gain the relevant information.

Exhibitions, and this is important where bulk orders or a single purchase of high value goods is concerned, also give the visitor the chance to meet the company behind the product. Possible buyers can be reassured about the continuity of supply, the back-up service

in case something goes wrong, hire purchase or leasing facilities, or whatever else he needs to know before he decides to purchase.

London-based exhibitions are particularly used for industrial products which sell internationally. Foreign buyers who may be making a first visit to the country will more readily visit the capital where they may already have a branch or associate office.

The big London-based consumer exhibitions, and in particular the Boat Show, also attract large numbers of foreign visitors. For another of the benefits of all exhibitions is that language is less

a barrier than in any other form of selling. The customer can absorb information at his own speed.

Exhibitions give new companies an opportunity to introduce themselves and established firms a platform to launch new products. On the consumer front: innovations extending from the new familiar vacuum cleaner to the microwave oven probably could not have been accepted so readily without exhibitions. Agricultural shows are vital to farm machinery manufacturers and there are hundreds of other big trade exhibitions, each with a specialist following.

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Promotion is the name of the game

by Frank Hutton

The days when the world used to be a path to British exhibitions have long passed. Today's trade fairs have become highly competitive, with cities in Europe and North America—even as far away as Canton and Sydney—clamouring for participants and trade buyers. Promotion and marketing are what can nowadays determine success or failure.

British organizers and exhibitors have been accused of having failed to keep pace with foreign competition in this important matter. Compare the way the Germans, Dutch, French and others set about telling the world about forthcoming events, as a part of a highly skilful and market-oriented philosophy.

Nowadays, for instance, German trade show offices in many countries distribute press stories, brochures, names of exhibitors, folders of advance notices, categorized details of square footage, photographs, stickers, labels and a mass of promotional information about important trade shows.

Britain, despite efforts by the Central Office of Information, does not yet rise to these heights. But if our events are to compete with those elsewhere, a radical improvement is, it is widely recognized, essential.

By way of an answer, the British Overseas Trade Board, which already subsidizes exporters to exhibit in other countries' trade fairs, recently encouraged moves which could bring foreign buyers to attend our own shows—a natural corollary of their existing overseas missions.

Britain's exhibition industry has joined this initiative and after a year's work by a working party under the chairmanship of Mr Ken Green, of BOTE, a promotional body is being established in the shape of a council representing hall

owners, organizers, contractors and unions.

This exhibition council plans to preach the importance of exhibitions to British industry—trade shows play a lesser role in the British marketing mix than in other European and Community countries—and to publicize United Kingdom events abroad.

The COI is involved with this initiative, which has been welcomed by Mr Edmund Dell, Minister of Trade, and Sir Fred Catherwood, BOTE chairman. The council will be served by an exhibition bureau expected to be active in encouraging the sort of promotion of our own trade shows that foreign competitors have long practised.

These are welcome moves and they have coincided with similar awareness by other organizations of the importance of making our exhibitions competitive. One of these is the London Convention Bureau, an agency of London Tourist Board, which has a worldwide reputation for bringing conferences and meetings into London but which, in the past, had not been closely involved in the exhibition business.

Mr Geoffrey Smith, the bureau's director, says the emergence of the National Exhibition Centre in Birmingham created a new situation in London. Losing the international Motor Show, for instance, cost London hotels, restaurants, public transport and entertainments perhaps £2m; and NEC took many other big events away from London to its more modern exhibition halls.

The bureau is a sort of trade association (it also has a small Greater London Council subsidy) and many of those hit by this shift were bureau members. As a result, in cooperation with the Greater London Council, the London Convention

Bureau undertook a programme to help to reestablish London as one of Europe's leading trade fair and exhibition cities.

A major need was for an updating of Earls Court's facilities, and the bureau presented the GLC with a study paper underlining the value to Greater London of centrally-situated major exhibition facilities and the merit of public investment in them, even though they are commercially owned.

Evidence was provided of how competitive cities abroad provide massive finance for their own exhibition facilities. Subsequently the GLC decided to invest about £5m in Earls Court, in addition to the £1m which the owners were providing.

The bureau is also involved in persuading exhibitors to come to London and, encouraged by Earls Court, has widely circulated a directory, *Exhibition London*, illustrating all the major exhibit space, whether in the better-known facilities or in hotels, town halls and other premises.

The third leg of the bureau's exhibition policy is the provision to specialized travel agents abroad of details of forthcoming London exhibitions and trade fairs. This aims to encourage travel agents to canvass interested clients and offer group air fares and special hotel packages to persuade them to come to London and attend those events which cater for their particular business or professional interest.

"We're pleased with progress so far," Mr Smith says. "It is a highly specialized activity, but we believe that as a non-profit-making organization, able to do these things without charge or any interest in commission, we can make an effective contribution towards keeping our city in the forefront of international exhibitions. It is also true that conferences and exhibitions are drawing

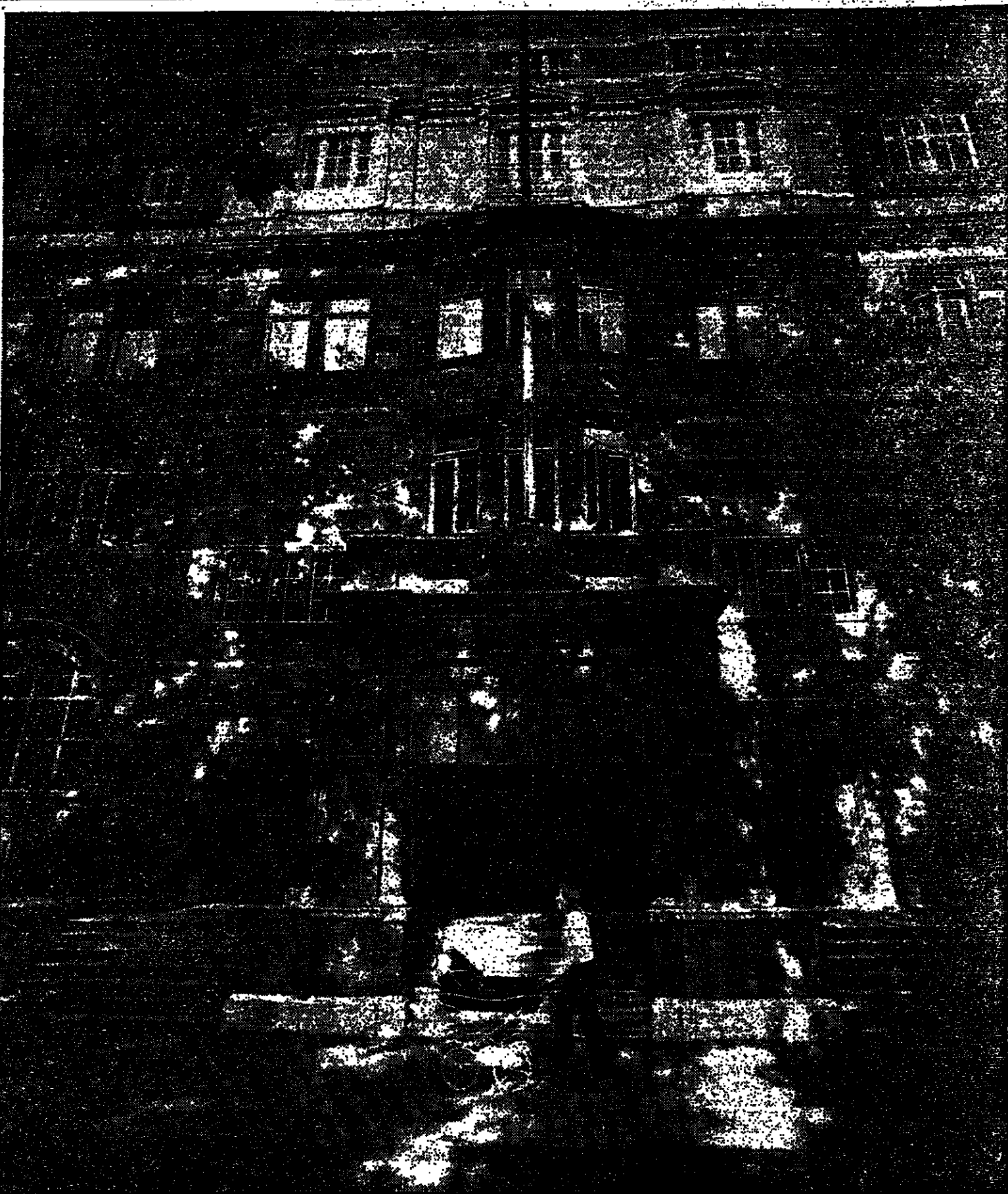
closer together. No longer are they two separate industries: nowadays conferences spin off exhibitions, and vice-versa.

A good example is Europepec '78, the European Offshore Petroleum Show at Earls Court this October, with which we have been closely involved. It is planned jointly by the Institute of Petroleum here and the Society of Petroleum Engineers in Dallas, Texas, and it combines a conference with a trade show. It will bring thousands of overseas experts; they will spend a lot in London while they are here and a great deal more with British industry, if the show is anything like as successful as we think it's going to be.

The London Chamber of Commerce has a natural interest in the encouragement of trade shows and so does the Westminster chamber. British Airways has a programme in North America to put United Kingdom trade shows in front of prospective United States participants, and the British Tourist Authority is developing a new programme to make trade buyers and others become more aware of the nature of exhibitions in every part of the United Kingdom—London, Birmingham, Harrogate, Brighton, Edinburgh and Blackpool, in particular.

Already London's efforts are showing results that should make the GLC feel its confidence is not misplaced. Earls Court and Olympia's order books are in good shape and available hotel space is well filled. Several London shows are having to turn away prospective exhibitors.

The need now is to look ahead and make sure these efforts are coordinated and properly backed. Worldwide the exhibition and trade fair industry is achieving more importance than ever. London must continue to work hard to get its fair share.



Sunshine dapples the hall of the Royal Horticultural Society in London.

Unrivalled shop window for the world

by Geoffrey V. Smith

There is every reason to regard London as the place where the whole modern concept of exhibitions and trade fairs started. Of course there were famous fairs in medieval times or earlier, and the word itself is said to derive from *feria*, the Latin word for holiday. But the Prince Consort, in his role as President of the Society of Arts, was the driving force behind the idea of the first international industrial exhibition, held in 1851 in Hyde Park.

After several vicissitudes Joseph Paxton's splendid design for a Crystal Palace was built, and Queen Victoria opened it on May 1 in the auspicious year. The exhibition was a remarkable success, attracting six million people and leaving a profit of £135,000 when it closed after five and a half months. The Crystal Palace remained too, to be moved eventually to London's southern suburbs where it went up in flames in 1936.

International trade fairs and exhibitions then started up all around the world, with London remaining one of the most important. Developments in other European centres, where big fair buildings and skilled promotion were developed after the Second World War, followed by a government decision to site Britain's fine new National Exhibition Centre near Birmingham, have combined rather to dull London's image.

Recently, however, London has emerged again high on the popularity list. Much of this relates to the great exhibition halls at Earls Court and Olympia; even more important, perhaps, is the environment London offers for every sort of exhibition and fair, and a new realization of

its ability to cater for exhibitors, buyers and visitors at these events.

It is not widely recognized how extensive London's exhibit floors really are. Apart from the two big halls mentioned, and setting only those of more than 5,000 sq ft, Greater London has many other buildings for exhibitions. Alexandra Palace, that line Victorian building at Wood Green, provides more than 80,000 sq ft of floor space and unlimited parking.

The Wembley Arena (better known as the Empire Pool) and its impressive new neighbour Wembley Conference Centre. Sir Basil Spence's new Kensington Museum, the Royal Horticultural Society Halls now named Westminster Exhibition Centre, are others in this category. Wembley has a special place in the halls of fame because the pool, like the stadium, is a monument to the British Empire Exhibition of 1924, one of the most famous.

London's hotel expansion, thanks to government encouragement in the early 1970s, has increased not only the number of hotels but also the available exhibit floor space.

By my count, 19 London hotels each have more than 5,000 sq ft available. They include four of the Centre chain, the Cunard, the Cumberland, Park Lane's Dorchester, the Hilton, Grosvenor House, the InterContinental, the Royal Garden, Kensington Close, and the Piccadilly, Europa, Russell Lancaster, Russell and Waldorf Hotels. At the airport there are the Heathrow and Excelsior Hotels. Other buildings offering this sort of space include the Connaught Rooms, the Banqueting Suite at Lord's, and unlikely places such as the Hammersmith Palais and the Lyceum.

There are many more with space less than 5,000 sq ft.

London's ability to provide for exhibitions only begins with such an account of floor areas and hotel bedrooms. It should not be forgotten, however, that few European cities offer this range of hotel accommodation for exhibitors and visitors.

There are two main sorts of exhibition: those selling to specialized markets, and those attracting the general public. The British Toy and Hobby Fair, making a welcome debut at Olympia on January 27 next year, is an example of the former, while the Daily Mail Ideal Home Exhibition (Earls Court on March 6) typifies the public show. A motor fair attracts everyone, trade and public alike; and the big Motor Show is this November trying out Birmingham's NEC for the first time, weaned away from its London birthplace.

An important adjunct of selling to trade buyers by an exhibition involves opportunities for inter-visit before, during and after the event. Similarly, many buyers from overseas or from the United Kingdom are more easily attracted to a venue where not only is there ample hotel space, but plenty of opportunities for relaxation.

A buying visit can be blended with a couple of days off, or a chance to bring the family along too. And London's many attractions—the same things that make it a tourist attraction, accounting for about 18 million visitors yearly, apply as strongly to many trade buyers as well.

This is an aspect of London's exhibition and trade fair organization that involves theatres, cinemas, restaurants, night clubs,

sightseeing tours, museums, galleries and those countless other attractions that we who live in the capital tend to take for granted. It is handy to exhibit in London, say the people who staff the various booths and demonstration stands.

If you want to take a client for lunch or a drink or a night out it is all at the front door. There is plenty to do. And much of their business success can come from conversations not just on the stand, but over a meal at the end of a busy day. London can probably offer more in this way than any venue in Europe.

Communications are important too. London is fortunate in having the world's leading international airport, with scheduled services to almost anywhere a buyer is likely to want to come from. And the new Heathrow Tube link, bringing people right up to their hotel, or even to the exhibition itself, wherever in London it may be, is proving a great benefit.

Local transport is important as well. Few cities have their important facilities so easily situated for domestic transport. Wherever among London's 30 odd important exhibition sites the show may be held, there is almost certainly a convenient Underground station, bus stops and taxis. And while not every place has as much parking as is needed, many do have extensive provision for cars and coaches.

These are factors which underline London's past and continuing leadership in the trade fair business; and many apply equally to the success of those frequent exhibitions, such as home development and do-it-yourself, which largely cater for the general public.

With seven million people living in Greater London, 18 million more residing every year, the potential audience for these spectacular shows is tremendous, and attendance figures and turnover prove this afresh every year.

Another factor is London's established role as one of the world's great market places, an international centre of trade and commerce, with every known business resident here—a ready-made clientele for most types of trade fair.

And a final aspect of the organization is the exhibition industry itself. Every conceivable aspect of an exhibitor's needs is on the spot in London—research, design, stand construction, promotional services, organizing skill and staffing potential.

All these combine to demonstrate that while it is well over a century since London, on that fine day in May 1851, inaugurated just the Great Exhibition, but the whole concept of modern trade fairs and shows, the city shows every intention of staying well in the forefront of this competitive, lively and rewarding endeavour, providing an essential segment of the British export drive and an unrivalled shop window for the world.

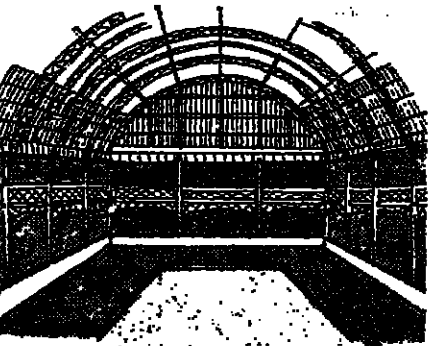
The author is director, London Convention Bureau.

Apart from the main attraction, there are plenty of side shows.

Whatever you're looking for the chances are you'll find it in London. Including exhibition centres. Because we boast two of the finest; Earls Court and Olympia.

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Earls Court auditorium can hold 19,000 people. And our indoor swimming pool is the largest in Europe. So we're big by anybody's standards.



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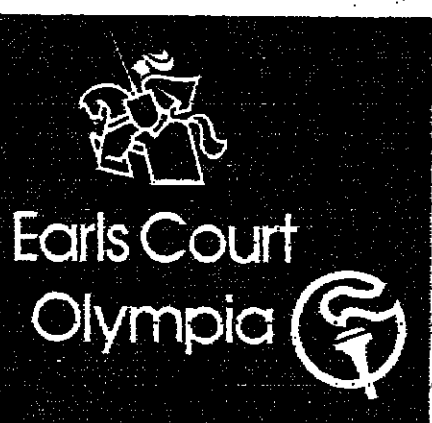


Olympia has been staging exhibitions since the Victorian era. And nowhere do a traditional setting and up-to-the-minute facilities combine so effectively.

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Earls Court and Olympia are within easy distance of Heathrow Airport and London's West End. Less than half an hour from both. So communications and accommodation are right on your doorstep.



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London Sights.



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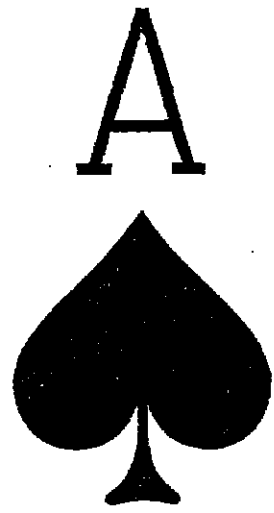
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Instructor Training: Applicants should have had at least three recent years of instructional experience and at least two years teaching instructional techniques possibly in HM Forces for an ITB. This post demands a professional who can train instructors and contribute to GBS development work.

The Rewards: Good salaries supported by substantial contract benefits and allowances. Both appointments offer superb opportunities to develop and broaden training experience across both industry and commerce.

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Anthony Howard

Freedom, and the foot in the Cabinet Office door

There are not many victories for open government in what is called, ironically, British public life. So when one occurs, it is perhaps right that it should be celebrated.

It so happens that last week I was reading Sir Richard Marsh's important new volume of memoirs, *Off the Rails* (Weidenfeld & Nicolson, £6.95). Alas, it was only after I had read it—and, indeed, written a review of it—that the really significant aspect of its publication occurred to me: Sir Richard, sacked from the Cabinet in 1963 for, among other things, his over-brass and leechy, has finally had his revenge on the Whitehall machine by making a monkey of the mandarins.

His book does not, to be fair, rank with the *Crossman Diaries*; it is a far slighter work and its main purpose is not unworthy to entertain. But one thing it does do is to drive a coach and horses through the honour code for memoir-writing that was designed to be one of Sir Harold Wilson's last gifts to the Cabinet Office.

Nor was it merely intended to be an honour code. In the dying days of his premiership Sir Harold—aided by his man of affairs in this area, the Cabinet Secretary, Sir John Hunt—had had all his colleagues bound and trussed in the matter of memoir-writing.

When news of the ban first surfaced, some effort was made to pretend by comparing it with the 30-year rule on Cabinet documents, as released through the Public Record Office—that it represented a concession, a relaxation, as it were, on what until then had been the prevalent practice. It was, of course, nothing of the sort: Sir Harold and Sir John between them were merely seeking to impose an entirely new restriction in an area where freedom had always existed before (a freedom, incidentally, of which such figures as Churchill and Lloyd George had always taken full advantage).

The campaign, though, was a subtle one. Rebuffed in their efforts to prevent the publication of the *Crossman Diaries* through the courts, Sir Harold and Sir John had very early on hit on the alternative strategy of getting some firm administrative rules laid down by a committee of Privy Counsellors, chaired by the late Lord Radcliffe.

It was certainly a blue-riband committee, consisting of five peers and just one commoner. And it more than fulfilled its duty. When its report was published on January 22, 1976, it suggested a new "reasonable convention" that should in future govern the right of Cabinet ministers (and, indeed, civil servants) to share their experiences with the public.

Not that the committee wished to appear restrictive in any way—perish the thought. Any time limit, Lord Radcliffe and his colleagues frankly recognized (in one of those phrases that perhaps always ought to alert the layman's suspicions), "must necessarily be arbitrary and general". But nevertheless—stout fellows, all—they refused to be deterred and unilaterally recommended a 15-year moratorium on any recollections touching on "confidential relationships" to be published by Ministers, diplomats or civil servants.

Fortunately, though, it was at this point that the committee over-reached itself. In the Golden Treasury of the Bureaucratic Mind one of the truths we should all be grateful for having on the record is the committee's disclosure of its own motive in going for the 15-year limit—the observation (solemnly offered) that, given such a time lapse, "controversies die down and issues become stale".

Or, to put their case another way, no harm in anyone trying to rock the boat then, since with luck the passengers won't even notice. No wonder Sir Harold fell on the report with relief—and the Whitehall establishment with rapture. The day it was presented to Parliament, it was announced that the Government accepted it "in full"—down to and including its proposal that in future all Ministers would be required to sign an affidavit, sworn statement, if it were you will, that they would abide by its terms. In fact, there is reason to believe that some such inhibiting proposal was even put before the then members of the Cabinet in the last days of the Wilson government—who, to their credit, gave it a pretty dusty answer.

Where, after all, would that have left Mrs Barbara Castle, whose own diaries—in which Sir John Hunt is already said to be taking an inquisitive interest—are due to be published the moment the next election is safely over? And where, again, would it have left Mr Wedgwood Benn, whose massive personal archive on Cabinet government—complete with moving pictures taken at a recent Cabinet meeting—is not presumably intended to moulder in some Tutankhamun's tomb for the benefit of the twenty-first century?

But far more important than those personal examples is the straight, public-interest case of the Bingham report. Let us suppose just for a moment that Sir Harold had had his way—and that the personal memoirs, all duly signed, were today stacked away in the Cabinet Secretary's safe.

Would not the entire Whitehall machine even now be heaving a collective sigh of relief over its wisdom and foresight? Necessarily it used to be a public inquiry—possibly, even, a judicial tribunal—but the public should try to grasp the fact that there was a technical difficulty. Of course, Ministers would do their best to help but there was the matter of the solemn undertaking they had given in the realm of "confidential relationships" with their colleagues not to divulge anything until such time as it could be guaranteed that controversies would "die down and issues become stale".

I make no deliberate effort to mock; I merely point out that in politics, as elsewhere, just as there can be disasters, so there can be deliverances. And, it seems to me, we had a pretty nice one over the Radcliffe report of nearly three years ago—when far too few of us recognized the insidious threat to ordinary democratic rights that it implied.

So conditioned, indeed, were we then to a "Vestal Virgin" version of democracy that the British press hardly raised an eyebrow even at the Radcliffe Committee's agonized deliberations over the dangers facing an ex-Minister rash enough to expose himself in such areas as "letters to and interviews in the press, lectures and debates, appearances on television and radio". Somewhere, not surprisingly, it recommended the course of "erring on the side of caution".

And yet, if that had become the accepted rule for all ex-Ministers, where would we be in the matter of Rhodesia sanctions-busting even now? We would certainly have been with Lord Thomson of Monifieth's original testimony, without also presumably Sir Harold Wilson's attempted rebuttal, without the grace notes supplied by other members of the Cabinet—without, in fact, any evidence to go on at all. There have not been so many victories won against the mandarins' favorite maxim—"least said, soonest mended"—for the one to deserve to go unremarked.

Robert Fisk on the country that continues to be the battleground of the Middle East

As the devastation goes on, is partition the only answer in Lebanon?

Beirut
The Christians of east Beirut have spray-painted the Star of David on the walls of the smashed houses around Ashrafieh, and since the shelling ended two weeks ago, the young militiamen, near the Rikb tower, have written "Israel" in ink on their khaki shirts and dirty green dungarees.

A few of them have allowed the Star of David to share pride of place with the Virgin Mary on the burns of their suspiciously new American assault rifles.

The Maronites' growing moral and military involvement with Israel is impossible to overlook once you cross the Syrian-Christian front line.

The Lebanese Christians are more than a little arrogant about their Israeli connections and if the septuagenarian warlords who lead the militias react with cynicism when questioned about their arms supplies, their reluctance is more to whet the appetite than to conceal the truth.

Mr Camille Chamoun, the right-wing Christian leader, notoriously refers to the Israelis as the militant Christians' only allies and the Syrians would find it difficult to deny this claim after the events of the past three weeks.

Certainly Mr Chamoun and the archbishop of Beirut, Pierre Gemayel, the only surviving Brownist leader of the thirties still in business—can take no comfort from the agreement reached at Beit Eddine last Tuesday.

Closed in the magnificent

Hall of Justice in the Emir Bashir's palace south of Beirut, Lebanon's six Arab "allies" served notice to the Christians that they will no longer be permitted to deal with Israel.

By the end of the week, Suleiman Frangieh, the only Maronite chief still on terms with President Assad of Syria, was demanding a "Lebanese Arab treason court" to try the Christian militia officers; and there is no doubt that the Syrians would be only too happy to have Mr Chamoun swinging at the end of a rope in Beirut.

The intense hatred that is now felt by both sides in the recent conflict is not going to be assuaged by a simple redeployment of troops around east Beirut, and the enmity between Chamoun and Assad is now a personal one. It was Chamoun who decided to publish a denouncing letter written by Syrian Alawites to Leon Blum more than 40 years ago, informing the prewar French leader that Syria was "not yet ready" for freedom from Colonial rule.

One of the signatories turned out to have been a Latakia peasant named Assad, the father of the man who now claims to be the author of Syrian independence.

But President Assad is worried about more than his vanity or the embarrassing list of Syrian casualties which has yet to be made public: a surgeon at the Barbar hospital has admitted privately that more than 120 Syrian soldiers died under his care alone during the fighting.

It is the enormous damage which the Lebanese Christians have done to Syria's self-

appointed role as the vanguard of the Arab nation in the war against Zionism that has caused so much grief and so much fury in Damascus.

For at the very moment when President Assad thought he had engineered President Sadat's isolation in the aftermath of the Camp David agreement, he finds himself coping—worse still, failing to cope—with an Israeli supported enemy which is tying down tens of thousands of Syrian troops in the Lebanon.

Over the past three weeks, Syria has fallen into the habit of accusing the Christians of ungratefulness. Was it not Syria, President Assad's Foreign Minister asked at Beit Eddine, which saved the Christians from destruction during the civil war in the Lebanon? Was it not the Maronites who pleaded for Syrian intervention in that war? All this is true, of course, but it should not hide the fact that Syria gained some very positive advantages by her intervention in the Lebanon.

For a start, the Palestinian resistance movement was brought to heel under Syrian tutelage and Syria's military defences were initially strengthened by her presence in the Bekaa Valley. There was Syrian armour at last between the Israeli frontier and the vulnerable road to Damascus that runs through the anti-Lebanon mountains at Masnaa.

And Syria's presence in the Lebanon promised an added economic prestige—not to say control—when peace was established. Her peacekeeping role gave her some world-wide respect.

But Syria's peacekeeping was not exactly even-handed. Her demands for the surrender of all weapons in Christian hands were not matched by a similar desire to disarm the Palestinian groups whose attacks on Israel—supported by Syria—led to the devastating Israeli invasion of southern Lebanon last March.

President Assad scrupulously accepted the framework of Lebanese democracy but when his troops became embroiled in their first battles with the Christian militias, President Sarkis—who nominally controls those troops—found himself powerless to stop the conflict.

Mr Sarkis' predicament was obvious at Beit Eddine. His own cabinet colleagues split over the agreement reached by Syria, Saudi Arabia, Kuwait, Sudan, Qatar and the Emirates, an agreement which formally called for the reunification of Lebanon but which received little sympathy from the Christian Maronites. The delegates' insistence that Lebanon was an Arab problem—and Syria's out-of-conference suggestions that Lebanon would take its place "in the fight against Zionism"—suggested that Lebanon was to be "Arabized".

Mr Sarkis himself was deeply distressed when he saw the banners which had been erected—by Syrian permission—outside the palace at Beit Eddine. They called the Maronites fascists and demanded that Lebanon join the struggle against the Camp David "surrender".

If Lebanon is to take Egypt's place in the ranks of confrontation states against Israel, it is little wonder that the country has fallen apart; that the president has been forced to abandon his own office at Baabda,

the foreign ministry, is usually desired, that the police have no power and the courts are paralysed. If unity and central control are prerequisites of statehood then Lebanon as a nation has already ceased to exist.

The Saudis are crucial in Syria's latest attempt to pacify Lebanon and the recent condemnation that has been visited upon Mr Chamoun by the French Foreign Minister and the American State Department suggests that Saudi pressure can be exercised in Paris and Washington as well as in Damascus.

Those who believe that the United States see Lebanon as the permanent future home for the Palestinian Diaspora, a new Palestine for 2,000,000 Palestinians who will not be allowed to return to the West Bank will have their suspicions reinforced over the past week.

The most obvious—and immediate—solution to Lebanon's problems would be partition, a decision which would not only establish in law what has long ago become fact. The Americans would have an important role in such a move and it may not be without significance that the United States has just appointed as new ambassador to Beirut in the shape of John Gunther Deau, a friendly but publicly unforthcoming diplomat who regards his posting in Laos—where he shored up a two-year ceasefire—as the high point of his career.

Deau's arrival in Beirut is a sign of things to come in forging contacts with everyone relevant to a dispute and he could be the man to strike up a relationship with the Palestine Liberation Organization.

Syria is unlikely to regret her lost prestige for many years, to come and defend with the Iraqi Baathists which might have ended in kind of moral victory for President Assad if he could have brought Lebanon peacefully into the anti-Zionist block—better a less prominent role next month's Baghdad summit than a renounce Camp David as a result.

But a divided Lebanon would give Syria control over half the country and allow the Lebanese Christians to retain their cultural identity with or without Israeli assistance. In any case, the Christians must dispense with their curial alliance.

For the present, however Lebanon will continue to be a battleground of the Middle East, a graveyard for foreign armies and domestic militias alike, a country which, though powerless, takes its own revenge on those who fight within its frontiers.

There is not one army Lebanon which has not suffered moral or military defeat in the past four years. The devastation has been enormous and each day's events have come quite unpredictable.

Indeed, one of the few constants left now are the lunatic visits of two high altitude Israeli reconnaissance jets. Their dull sonic boom have become such a regular feature of daily life that even the Syrian soldiers back in Damascus have begun to look upwards as if white vapour trails drift westwards over the Mediterranean, then south towards Israel.

A lovelier world now for the poet who got out



self against political attacks", he confessed wryly. "You can't compare the two, but there is so much business in the West. It's no laughing matter."

"Yet it was only the publicity from journalists here that got me out. They should not understand that I cannot say something new and worthwhile a hundred times to the same questions. If I had given all the interviews, I would be an empty shell."

When he arrived in West Germany, he received thousands of letters, and not one of them was nasty. "People wanted to help. Yet there seemed also to be a great need for human warmth. People thought, there is someone with whom we must talk. I suddenly felt that if a young person wanted to commit suicide, he would write to me first. One has to take that sort of thing seriously."

He has been repeatedly told that his readers feel he understands them.

In the GDR too he had been something of an object of pilgrimage once his books began to be smuggled in from the West, and laboriously copied by hand. That began not long after he had publicly protested against the invasion of Czechoslovakia, where, through his wife, a dentist, he had many friends. His work was thereafter banned in the GDR except for a carefully selected volume of poems.

They came singly, or in groups, such as money and sometimes with sleeping bags. We had quite a small flat where we lived in Greiz, in Thuringia. So although it was wonderful in many ways, it was difficult in others, and I had to go to a farm house to get some work done.

There were also, thanks to some courageous pastors, readings in churches. One woman, just for attending, was questioned for four hours by eight security officers, ending up with a breakdown. Several pastors were heavily fined.

Things got worse after he left. Kunze named four young people in prison whom he believed to be particularly concerned. He was just heard that Burghard Güter, an engineer from Eisenhüttenstadt, was arrested six months ago and recently condemned to six years' imprisonment. The main charge: that he had contributed to the *Lauter Yers* by introducing Kunze to a youth who passed on some of his experiences.

Then there was Siegfried Schwarz, 25 years old, a very gentle male nurse from the nervous diseases clinic in Karl Marx Stadt arrested by three armed soldiers taken away in handcuffs, and condemned last month to a secret trial to 15 months' imprisonment. The charge: anti-state agitation (*staatsfeindliche Hetze*). Among the items seized: poems. "No doubt my dear friend," said Helgard Krumm, 24 years old and a computer programmer from Bendorf, was not a friend, but an article she wrote for the *Frankfurter Allgemeine Zeitung* in West Germany was taken as support for Kunze's book. She began to teach at home in the basement of her apartment in April on the same catch-all charge.

Bravest of all, perhaps, was Rolf Mainz, about 35 years old, a reader in a scientific publishing house in Leipzig before he was arrested for the pecking department because of his views. In 1976 he was condemned for four and a half years' imprisonment for writing an article in *Die Zeit*, the Hamburg weekly, on the *Berufswort*, GDR-style (the West German regulation through which some left-wingers have lost their jobs for their views). Evidently he continued to speak out, and was given first 30 days in solitary confinement, then another five years inside.

From the dozen or so letters which he still gets monthly from the GDR (posted elsewhere), he deduces that in the past 18 months there has been a big increase in informers and agents of the state security with views not daring to utter their views and distrust everywhere.

It saddens him that so many are prepared to play the game. Kunze, 36, is a tall, thin, very slowly in fact, he has had perhaps the most productive year of his life. Among its products: a film script loosely based on *The Lovely Years*; a book and a record for children; a one-hour radio programme on Mozart's masses; and, unexpectedly, a number of new poems. "It's a new world," he said, wondrously.

There have been very friendly contacts with neighbours in the Bavarian countryside, which they chose partly because he resembled Thuringia and partly because he had begun to teach at home in the basement of his apartment in April on the same catch-all charge.

Now he and his wife are extremely catching up on his inaccessible western literature. So far he has been particularly impressed by Edgar Allan Poe's *Novels* and a book by Raymond Carver on the Second World War: it was Carver's role in liberating Europe came as a revelation. New world indeed, both press and past.

Roger Berthou
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LEAPMAN IN AMERICA

Bookshops here are flooded with "self help" books which instruct their readers how to develop their own personalities and potentials, often at the expense of others. It is therefore largely to fostering behaviour consideration of society at large.

The Amy Vanderbilt Complete Book of Etiquette is not strictly speaking a new book. It was first published in 1922 and was revised by Mrs Vanderbilt periodically until she died in 1974.

The edition published by Doubleday this month is the first since her death. It has been substantially reworked by Mrs Letitia Baldridge, whose qualifications include having been social secretary at the White House with the Kennedys.

Comparing it with the last edition, published in 1972, provides a fascinating insight into how American mores have changed and are changing. Some of the most radical alterations come in the sections dealing with the role of women.

The index of the 1972 book contained an entry: "Business women (see also secretaries)". This has now been expanded and replaced by a less sexist section called: "Business men and women as colleagues".

On the matter of secretaries, Mrs Baldridge deals delicately, especially on the steaming issue of whether they should go to fetch their boss's coffee. She advises that the boss should first ascertain whether the secretary finds it demeaning to do

so, and if so to devise another system. (One woman executive she knows takes in a large Thermos for her staff two or three days a week, and they reciprocate on the other days.)

On some points Mrs Baldridge defies the teachings of the respectable Mrs Vanderbilt. One of these is the use of "Ms" as an alternative to "Mrs" and "Miss".

In the 1972 edition, Mrs Vanderbilt had written testily: "I do not advise this abbreviation... in the dictionary, 'Ms' stands only for manuscript".

Mrs Baldridge demurs. "I personally favour using Ms before a woman's first and last names (Ms Anne Hutchinson) for a very logical reason: the usage is a great timesaver. One does not have to research whether the woman one is addressing is married or not."

The authors' differing attitudes to the woman question manifests itself in other subtle ways. In the fascinating section on how to eat certain kinds of food, Mrs Vanderbilt rules: "It is no shame, by the way, for a lady confronted with a squab or half broiled chicken to ask assistance from the gentleman with her in dissecting it." Mrs Baldridge disagrees, for this sentence is omitted in her chicken-eating paragraph.

There is a dash, too, over whether Mrs Vanderbilt recommended winding it round the fork and steadying it with a spoon held in the left hand. Mrs Baldridge says dismissively that this is a method for

novices, and that we must practice using the fork alone—the only authentic, satisfying and graceful way.

It is comforting to learn that at least some of the verities persist. The method of eating lobsters, illustrated in detail, remains unchanged. But Mrs Baldridge reflects fashion by introducing a paragraph on eating snails, with the sound recommendation that it should be done in tandem or not at all, on account of the garlic.

The new author tackles other modern social dilemmas which were less apparent to her predecessor. Couples living together without benefit of matrimony create tricky problems for their potential hostesses (except in cases where one of them is legally married to someone else, in which case they should simply be ostracized).

When sending invitations to unmarried couples, she states, their names should not appear on the same line on the envelope. This distinguishes them from married couples where the wife continues to be known by her maiden name: in this case the two names go on the same line.

Mrs Baldridge offers no constructive help to unmarried couples about how to describe their partner. She dismisses as flip or sarcastic such appellations as "my companionable", "my permanent mate", "my live-in", "my share-mate", "my love-mate". She also advises against "lover" and "mistress" but does not suggest alternatives.

She introduces a few references to homosexuals, who had been mentioned by Mrs Vanderbilt mainly as something to warn children against. Homosexual couples may be invited to functions together, according to the new edition—though names on the envelope should be on separate lines, as with unmarried couples of opposing sexes.

There is much about entertaining, especially dinner parties. Here again the new author goes against the old in an important ruling concerning the seating plan. Mrs Vanderbilt judged that engaged and newly-married couples should be seated next to each other at dinners until they had been married for a year, after which they should be divided.

Mrs Baldridge says that even engaged couples should be split up, reasoning that they talk to each other quite enough. They go to dinner parties to find other interesting people to converse with.

Both authors disapprove of what they call the "English style" of splitting the men from the women at coffee time at formal dinners. It is, says Mrs Baldridge, "very fortunately going out of fashion".

Mrs Vanderbilt, in her advice on behaviour, paid greater regard than her successor to the foibles of foreigners. This perhaps reflects a recent increase in American insularity, or a greater confidence in the correctness of American ways. An example is the advice on how to accept compliments. Mrs Baldridge insists that a

compliment should always be answered with "thank you" spoken simply. Mrs Vanderbilt believed that this was Americanism which "discouraged foreigners" who preferred their compliments to be acknowledged with a "thank you" and a smile.

If any one reads this book, it is the advice on how to respond to the greeting: "Hi are you?" both authors agree that however dreadful you feel the answer must always be "Fine, thank you".

Certainly that is hypocritical, but Mrs Baldridge is right to insist that it is the advice on how to respond to the greeting: "Hi are you?" both authors agree that however dreadful you feel the answer must always be "Fine, thank you".

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In my column last week I mentioned a New York policeman who had just been promoted to sergeant and was offered a job with the police. He was offered a job with the police. He was offered a job with the police. He was offered a job with the police.

He was offered a job with the police. He was offered a job with the police. He was offered a job with the police. He was offered a job with the police.

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Personnel Consultants— A useful role?

Berry Churchill

Are Recruitment Services necessary, and if so what role do such organisations play in today's commercial world?

Such questions are always being asked and the aim of this article is to answer some of these questions, and to outline our role and objectives today, and the need that exists for us.

The role of the Recruitment Service is to act as an agent for employers. The Service exists because it is responsive to the needs and requirements of both employers and job applicants. It exists purely as a middle-man in exactly the same way as an estate agent exists in the house selling process. He brings together the "buyer" and the "seller" in the market place. If there was not a direct need for both these agents they would not be in business today.

In times of high unemployment the service provides a comprehensive source of job openings over the entire spectrum of the labour market, thus enabling applicants to have a better opportunity of finding suitable employment. It also has an in-depth knowledge of its own client companies and the requirements of those companies, and with this knowledge is often able to place in applicant more easily in a position which may not normally be advertised.

Who bears the cost of a Recruitment Service?

We believe the answer to this must be the client company who buys the service. It is the company with staff requirements that need the service, and they should pay for it through the fees charged to them by their chosen service. If companies turn to a Government placement agency, the cost of the service rendered to them would be borne by taxpayers, who are not corporations, as even corporations with specific recruitment requirements are rather the individual employers—in fact the individuals being recruited.

Recruitment Services, on the other hand, functioning effectively, meeting market needs, competing among themselves in terms of

service and price, will in fact make a profit, pay taxes on these profits, and thereby contribute significantly to the revenue and growth of the society in which they operate.

Do Recruitment "Agents" help to create equilibrium in the labour market?

The labour market in general differs from other markets for products or services in being more complex and imperfect. The objective of a labour market is to effectively utilize the available labour resources in response to industry requirements. The Recruitment "Agent" is a middle man and assists to effectively balance labour resources with industry needs, thus creating more efficient and effective market. A more efficient and effective market where the forces within the market are properly balanced, is by definition, a market which is in a position of equilibrium.

Should there be any regulation of fees of Recruitment Services?

No. Regulation of fees would mean regulation of service levels and different types of agencies provide different types of service to their clients. Regulation of fees would provide an indiscriminate approach which would tend to provide a lower level of mediocrity to the industry, rather than allowing each employer/client to determine what level of service they wish to have and what fee they are prepared to pay for a given level of service.

Why do some Recruitment Services have a lower scale of fees than others?

The level at which a Recruitment Service establishes its fees will relate to the level and depth of service provided by the respective Services. The more in-depth assessment of the applicants, the more comprehensive the record-keeping of both clients and applicants information, the more extensive the testing and reference checking the higher the scale of fees will be. At Churchill Personnel we endeavour to do everything that is realistically helpful to effect a better placement

for a client. Therefore, our fees tend to be slightly higher than the average Recruitment Service. However, when you consider that a Company is investing in an employee for, hopefully, three, five or 10 years and this is an investment of perhaps between £9,000 and £100,000, the small percentage difference in the fee is inconsequential if it is going to result in a more productive and more effective employee over the long run.

Do Recruitment Services attempt to inflate the starting salaries of applicants they place?

The Service acts as an intermediary Agent and does not establish the starting salary of an applicant whom they refer to an employer. The starting salary is strictly a matter of negotiation between the applicant and the client. The employer usually provides the Service with a starting salary or starting range which they are prepared to pay. The applicant likewise indicates to the interviewer the salary range at which they would be prepared to accept a position. Frequently both the client and the applicant will seek information concerning salary levels in the labour market, as this is a natural function of the Service to offer advice and information in this regard. The final salary an applicant is determined strictly between the applicant and the client.

Churchill Personnel's objective has always been to find and place effective personnel with their clients and in doing so enable the applicant to make a significant contribution. This is a long range viewpoint and our training policies and procedures have been developed with this in mind.

Do Recruitment Services use false or misleading advertising to recruit applicants?

At Churchill Personnel, our Method of Operation and training procedures specifically prohibit the use of any advertising which could be construed as false or misleading. Critics of the industry have charged "jobs advertised are filled by the time the applicant applies". It can happen that an advertised job vacancy is

filled or cancelled prior to an applicant's enquiry. Some examples of how this might occur are:

The employer may have re-organised his staff requirements, or the employer may have received a personal applicant recommendation for the vacancy. In this country, legal requirements ensure that job orders and applications be registered. This enables both job orders and advertisements to be cross-referenced if necessary by the authorities. In addition, most leading newspapers require the reference of the individual job order prior to accepting any employment advertisement. Prior to any legislation in relation to this matter, Churchill Personnel had as a matter of policy, always operated on the basis that we never advertised for applicants unless there is a firm order from a client for that position. Also the Federation of Personnel Services of Great Britain Limited has included a similar advertising code in its own by-laws which is enforceable amongst the members companies.

If legislation was introduced to abolish private Recruitment Services, how would the facilities currently available to employers and applicants then be provided?

They would not be provided. As evidenced by those countries who adopted the ILO Convention, the facilities currently provided by the private Recruitment Services have not transferred to a Government monopoly system. The ineffectiveness of Government employment exchanges has been officially recognized in most Western countries throughout the world. These exchanges have been totally unable to compete with the effectiveness of the private Recruitment Services. If the industry operated in a market where there was only a Government-run labour exchange, which did not provide an adequate service—as has been shown in the past—we would severely restrict the flexibility of employers and employees whilst reducing the mobility of the workforce. In addition, a sole Government service would have other severe drawbacks.

As an example, the cost of the service rendered to them would be charged back directly to the taxpayers of the country who are not corporations. Less obviously, the individual being recruited through a government agency is in fact paying a proportion of the costs of his placement incurred through his own personal taxation.

A sole Government system would eliminate tax revenue from private Recruitment Services who meet market needs, compete amongst themselves, in terms of service and price, and through their taxes, thereby contribute to the revenue and growth of the society in which they operate.

A sole Government system would also be unlikely to provide specialist knowledge of both employer/client and applicant requirements, speed, flexibility, and personal service, which are the distinguishing characteristics of Private Recruitment Services.

These qualities would be difficult to re-create in a bureaucratic system and therefore a sole Government system would reduce the quality of service currently available to both employer/client and applicant.

Continued on page 4, col 4.

A message from Sarah Hodge



Sarah Hodge, managing director.

You and I know the importance of our work. It is an opportunity for us to discover our abilities, form rewarding relationships and earn a satisfactory income. As Managing Director of Churchill Personnel, I am aware that Churchill Personnel can only make a real contribution to the business community when we accept the responsibility of providing a personnel and recruitment service that will enrich, not diminish, your life in the area of your work, as either employer or employee.

Churchill Personnel was founded by Berry Churchill and myself in 1975 with the aim of making a valuable contribution in the area of personnel and recruitment. For applicants, our purpose is to provide a counselling service that presents job opportunities which are challenging and rewarding. For employers, our purpose is to recruit suitable individuals to meet present and future employment needs. Our service is based on results and our clients find it to be cost effective.

We began by recognising our own fundamental requirements for establishing

an honest and productive working environment at Churchill Personnel. We train and encourage each counsellor to be fully responsible for developing professional relationships based on trust. Our results are mainly due to the quality of our counsellors and the continuous and intense training they receive. The training is conducted by specialists in employer requirements, employee needs and communication.

Through the development of our services in the United States, South Africa and the United Kingdom, we have accumulated extensive knowledge about the way people relate to their work. We know that work is an essential ingredient in a satisfying and secure livelihood. Therefore recognising and assessing an individual's present and developing future needs is part of our job. We know that the synthetic fibre when a person contemplates changing jobs. Often an applicant applies for a job that just matches his or her present skills and needs, and by extending our counselling role, we are able to discuss these matters fully and give constructive advice to assist both parties to

development. Statistically, we know they will become dissatisfied and leave. As much as eighty per cent of the time, this pattern is obvious with the people we counsel. By increasing the applicants' awareness, we will discover and identify together positions of interest and reward. We consider our techniques to be very effective as demonstrated by the exceedingly low turnover rate of the applicants we place. In this way we contribute to the mutual satisfaction and security of the employee, the employer and their work environment.

In my experience the initial months for the new employee are a period of adjustment. We maintain close communication with our client. We are interested in the new employee's "on the job" progress. With a new relationship forming between the client and the applicant there are occasions when basic difficulties can arise. By extending our counselling role, we are able to discuss these matters fully and give constructive advice to assist both parties to

resolve any problems. It is an exciting aspect of our service which allows us to contribute towards establishing long term productive relationships between employers and employees.

At Churchill Personnel we realise the necessity of placing suitable applicants in satisfying positions. The future of Churchill Personnel is determined by our ability to meet the changing needs and growing demands of the business community. In London, Reading and Johannesburg our service is already well received and used by many different types of applicants and companies. In January next year we are opening our first American branch in New York. I see this move as a further opportunity to discover and perfect new skills and techniques. As new techniques are integrated into our service worldwide, we know the results will benefit all our present and future applicants and clients.

The enriching relationships with you and the effective results over the last three and a half years have been the basis of our success. It is our pleasure to present our company and our counsellors to you.

The employer and the employee of the future

By Frank W. Rosten

It has become obvious to even the most casual observer that the entire world is undergoing a period of most profound change. To many people, this change is bewildering and few among the populace at large seem able to put their finger on the cause, direction and extent of all the changes. However, there can be little doubt, especially here in the United Kingdom, that these changes are having significant impacts on employment from the viewpoint of labour/management relations, rising unemployment and the type of work employees are prepared to perform, not to mention the conditions of such performance.

We might summarise the change we are all witnessing as "the questioning of the legitimacy of authority"—in short, a social change, triggered by the fact that the materialistic society fueled by a puritanical work ethic failed to provide us with the happiness we felt sure would stem from material sufficiency. In fact, to our dismay, the same material technology which gave us electricity, motor cars and advanced healing drugs, is now recognized as also being the cause of industrial pollution, nuclear warfare potential and world-wide overpopulation.

The questioning of the legitimacy of authority is not limited to women's and gay liberation movements, nor unheard of demands for dramatic changes in that most solidly grounded of all organisations, the Roman Catholic Church. Increasingly, we are witnessing demands by employees for

a voice in the management of their employer's organisation, a reluctance to accept overtime, an insistence for standards in the working environment which are difficult to attain.

To the changes in people's reaction to their work environment, must be added other factors which further complicate the times in which we live. The employee is also a consumer. The excitement of changes in social attitudes impact on the things people buy and hence the things manufacturing industry must produce. For example, the synthetic fibre industry has been severely hit on a world-wide basis both from people as consumers as well as people as workers. The consumer has switched on a major scale from clothing made from synthetic fibres, to clothing such as blue jeans made from cotton. This has caused massive over-production of synthetics estimated to continue at least through 1985. The obvious solution of closing down plants to counteract the over-production problem can not be implemented due to adverse labour reaction backed up by government legislation designed to protect jobs.

These social changes are in turn accompanied by changes in technology which still further complicate the world to which we live. We are all aware of the staggering progress that has been made, and is continuing to be made in the field of electronics. The slide rule has been replaced by inexpensive but efficient calculators, mechanically operated watches by digital watches. Credit card transactions will soon be replaced by Electronic Funds Transfers system whereby, at the

press of a button, the buyer's account is debited and the seller's account credited. The field of automation is producing robot-like machines which will soon handle even more of the mental tasks currently employing large numbers of people. A little further on the horizon looms genetic engineering which could make heavy inroads into the chemical industry by reducing demands for such items as fertilizer.

Yet another area of change affecting employees lies in the international area, specifically the so-called, north-south relationship. The interaction between the industrialised and developing countries, Japanese competition, especially in the motor industry, radio/TV and wall bearing production is a well known fact in Europe. However, competition is by no means limited to these fields, nor is Japan anything but a forerunner of what is to come. Rapid industrialization in South Korea, Nigeria, Brazil and elsewhere promises to make these countries the Japan of the future. In competition with the industrialised world they enjoy the benefit of recently installed, up-to-date, equipment, a disciplined work force "guided" by autocratic or semi-autocratic regimes and a certain nationalistic enthusiasm engendered by the prospects of transforming their third world country into an industrialised state. This is in sharp contrast to the outdated machinery still being used in many United Kingdom factories, the relative weakness of Western European governments whose power is daily challenged by the questioning of the legi-



Frank Rosten, director of the Stanford Research Institute International.

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Berry Churchill, Chairman

Churchill Personnel invites you to a self-management seminar

A One-Day Seminar on Self-Management and Effective Job Organization.

The purpose of the seminar is to transform the way you manage and organize yourself in order to realise your purposes and achieve results. You will have the opportunity to discover and develop:

- Self-management techniques
- time-management abilities
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- skills in goal setting, targeting and prioritizing capabilities in communi-

cating through the most suitable mode and being clear on what you intend to communicate

- an ability to manage and organize your work space
- a capacity to discern the areas of your job that are routine or can be delegated
- an ability to use an existing organizing system and acquire techniques to support you in the development of your own integrated system.

In addition, the seminar will deal with such aspects of self-management as:

- your experience and point of view regarding management of yourself and your activities
- the difficulties you may face in setting goals and

in making a commitment to realizing them

- the barriers that are encountered in the process of achieving results
- the way in which you waste time and render yourself inefficient
- previously untapped abilities and resources which will allow you to integrate your personal experiences with the systems you use.

About the Seminar Leader.

MONIB KHADEMI is currently working with a major U.S. corporation where he is manager of International Business Development and Planning, Middle East, in the Transmission Systems Division. He is also a Director of BHM Investments, Inc. and Constant Property Manage-

ment of London, and in addition is involved with many international corporations. A graduate of MIT, he is the founder of the School of Planning and Computer Applications of Iran.

You are the only person that can get your job done. Through this course you will have the opportunity to increase your ability to accomplish your assignments and manage your responsibilities.

For further information please contact the Seminar Co-ordinator at Churchill Personnel who will register you in the next available seminar and answer any questions you may have concerning number, dates or locations. The price is £1438 8055.

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Why use Churchill Personnel? What will Churchill Personnel do? By Nick Hankinson

Both the job seeker, and the potential employer will ask these questions. To provide the answers I have outlined, from my experience the benefits of our service for the applicant and the client.

The Applicant

Churchill Personnel Consultants will represent you more objectively than you will present yourself. From our extensive counselling experience we know how to present your expertise and potential to a prospective employer.

We have available many job vacancies that are not advertised either by us or our clients. By visiting Churchill Personnel you will have the opportunity to discover these other available positions.

Churchill Personnel will handle your application in complete confidence. We know and understand your reasons for not wishing your movements to be known.

Through our extensive experience of counselling and the relationships we build with our clients, we are able to present you to companies not overtly recruiting. In this way we have created exceptional opportunities for our applicants.

important decision and we endeavour to ensure the move is as troublefree as possible.

The Client

Churchill Personnel is divorced from the pressures and personalities of your work environment and will select and recommend only qualified applicants for your consideration.

Using Churchill Personnel is cost effective. The sole cost to our client is the fee incurred only when a Churchill Personnel candidate commences employment with you. This tax deductible fee should be balanced against the alternative costs of your private recruitment campaign, typically the sum of advertising costs (production and insertion), time taken to collate response, conducting applicant interviews, screening and reference checking, stationary postage and telephone and obviously, all lost time in relation to normal job functions. Remember the campaign may be unsuccessful, or a candidate appointed may prove unsatisfactory and leave after a short period of employment.

Churchill Personnel handle all response from advertisements ensuring all applicants, however they present themselves, are objectively at our expense. Unless otherwise instructed we do not divulge the clients name to applicants until an interview is arranged. It is important to many companies that staff movements are not generally advertised. Churchill Personnel provides a choice. We supply a short list of applicants able to do the job. We know only you can decide whether the applicant will fit into your environment. We operate a "controlling" system. One counsellor is appointed to handle your account, all information is channelled through him, allowing



Nick Hankinson, Manager Technical & Professional Division.

themselves, are objectively at our expense.

When employing or actively seeking a new job—particularly after a long relationship with the previous employer—there is an absolute disorientation to experience the new demands of an unknown environment. The new association with unfamiliar machinery, unfamiliar systems and job criteria sets up doubt and uncertainty for both parties. Unless training and support training are implemented a suitable base for a long term relationship is unlikely to form.

The training programme here at Churchill Personnel has a very definite structure—this has evolved over our years of experience and provides this effective base for a professional and mutually rewarding relationship. Support training is constant and again, we can relate this to the standard employer/employee roles where, after the initial enthusiastic burst of training, the foundation is left to deteriorate through the lack of support, unclear guidelines, no development and acknowledgement for results achieved.

How many productive areas are fragmented by the genuine lack of understanding of the party concerned—either because a new employee simply does not know how or why to handle a situation, or a perfectly trainable productive employee is thwarted by admin-

Wendy Smart on training and flexibility

As Branch Manager of Churchill Personnel London one of my main responsibilities is to ensure that an effective, motivating training programme exists. It has become increasingly obvious over the years I have enjoyed in personnel that an in-depth training programme can totally influence the relationship between employer and employee.

In a fiercely competitive recruitment industry it has been both stimulating and challenging to create a workable framework which successful relationships can form. Continuity of employment in our environment and, indeed, in any industry can only auger well for the parties involved.

So often in recruitment we hear the statement "if only I had known what was expected of me" or "if only she had told me that further training would add more satisfaction to her role in our company." A bitter lesson to learn at the final hour of employment.

When employing or actively seeking a new job—particularly after a long relationship with the previous employer—there is an absolute disorientation to experience the new demands of an unknown environment. The new association with unfamiliar machinery, unfamiliar systems and job criteria sets up doubt and uncertainty for both parties. Unless training and support training are implemented a suitable base for a long term relationship is unlikely to form.

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How many productive areas are fragmented by the genuine lack of understanding of the party concerned—either because a new employee simply does not know how or why to handle a situation, or a perfectly trainable productive employee is thwarted by admin-

istration and unjustified antiquated systems. To enjoy successful systems—question those systems, and ambitions consistently—the human involvement in industry dictates this naturally—systems do not.

To realize an aim whether as an employer or employee flexibility is a major factor. Be flexible enough particularly to admit to your change of ambition or expectations—so many systems become established because the basic 'why' has been removed from the equation.

At Churchill Personnel to maintain a level of integrity and real contribution in the industry it has always been necessary to question and remain flexible in the market. The wants and needs of employers and employees change almost imperceptibly and generally to the market condition. This flexibility extends to the job function—are you prepared to be

flexible, possibly short-circuiting systems to achieve an end result that will be meaningful—that ideal job—that ideal employee?

One of the reasons for our undoubted success and rapid expansion is this flexible outlook. It is fulfilling to assist individuals in their search and realisation of a goal. Surely this is the baseline of any successful business relationship—an ability to adapt to individual needs and wants—and in the final analysis to adapt to a commercial environment that is changing form almost daily with the introduction of new technology and communications. Flexibility and appreciation in the personal working sphere enhances a total work commitment—to get the job done—effectively, professionally and economically; and at Churchill Personnel it is a pleasure to assist our clients and applicants as they achieve these ambitions.



Wendy Smart, Manager of Churchill Personnel, UK.



The Technical and Professional Team.

A consultant, known at Churchill Personnel as a personnel "Counsellor" will counsel and advise you. He is extensively and continuously trained to give you advice on market trends, salary and overseas appointments, etc. He is interested in placing you in the right job.

After interviews your counsellor has arranged, you are invited to discuss with him your opinions of the jobs, and have any outstanding matters or queries checked on your behalf. Changing your job is an asset for the job. We draw applicants from a wider net, by job and corporate advertising, recommendation

and from our own bank of registered applicants. It is our job to provide clients with an effective short list, derived from all resources, of screened and tested applicants able to do the job and from which you will be confident of making an appointment.

Churchill Personnel undertakes confidential advertising on your behalf, professionally copy written, placed in the correct journals and through regular contact, a long term working relationship to develop.

Churchill Personnel is working for you. Our counsellor is a professional in his field—recruitment—and able to advise on market conditions, counsel new employees and advise you—his client.

A 60 or 90 day insurance programme supports your investment in a new employee and the insurance is renewed on a free replacement should the original employee prove unsuitable.

All communication is a two way process. Through working closely with us we can provide sound recruiting and personnel advice. By becoming familiar with the way we operate and providing us with a clear concise job description you will be able to use Churchill Personnel as an efficient extension to your personnel function. You will discover the service we provide is certainly different.

BE POSITIVE—
USE THE PROFESSIONALS—
—CHURCHILL PERSONNEL



London Division, Secretarial and Clerical Counsellors and Administration Personnel.

How effective is a temporary



Jenny Burr, Temporary Division Manager.

My name is Jenny Burr and I manage Churchill Personnel's expanding Temporary Division in London. I have been working in the personnel field for five years, two of these years I have been involved in the consultancy business.

How effective is a temporary?

With the ever changing recruitment field (and no company today can claim 100 per cent staffing for long periods), commitments to business must be efficient, and immediately effective.

With temporary staffing the worry is lifted from the everyday pressures of personnel departments and, therefore, company functions and productivity are raised. The time saved in wages, P.A.Y.E. and National Insurance contributions is saved by our organisation managing the administration thereby reducing the considerable non-productive time factor.

What about the demand for Tempories?

With the ever increasing supply of good secretaries and professional and technical personnel on our register, all of whom are tested and screened, today's temporary is highly cost effective, particularly on peak load times and holiday periods.

SELECTION

My experience in selecting the calibre and personality of a temporary to fit a company's requirement leads to a reliable and professional service.

Many of our established clients are keen to recommend the name of Churchill

Personnel to new companies seeking new aids to business effectiveness. In certain instances to 'cover' permanent staff is costly and ineffective, crippling administration departments reducing the effectiveness of permanent staff. Temporary staff—screened and tested—are relied upon to work consistently on a short or long-term assignment.

At Churchill Personnel we can estimate business peaks and production costs, so that temporary staff are a 'pay off'—relieve immediate headaches. Flexible use of temporary staff during the year can begin to ease costs and eventually lead to long-term investment.

This outlines why, for me, my job is so satisfying. With the influence of people contact and the demanding pressures for perfection, the satisfaction lies in the rapport I achieve through client and applicant, and the involvement of seeing a 'commitment' from start to finish. To be able to handle a demanding and responsible role entirely on one's own and being able to recognise the important factors on an 'hourly' and daily basis rather than long and more permanent term, needs clear thinking and quick decision making, which I feel confident and relaxed in.

The pressure of meeting clients' needs immediately and effectively makes me aware of spontaneity and a sharp awareness of the employment market.

I look forward to many more exciting years of service to clients and a continuing growing relationship with my temporaries.

Health for High Performance

However highly paid you are, however good your working conditions, how you feel and how you function depends ultimately upon your physical fitness and coordination, your emotional stability, and your mental clarity.

If you're tired, overweight, or your back and shoulders ache, or if you're irritable, preoccupied, or feeling generally stressed, you might just wait for it to pass without doing anything about it. If you do want to do something about it, where can you start?

There's a growing recognition that some form of exercise makes you feel better. There are many ways of keeping fit from jogging to lifting weights, dancing, and sports. All require a certain measure of discipline, some take quite a time to learn, and others may need special equipment. For these or many other reasons, people avoid regular exercise and tend to stay well below their potential. Consequently, we don't function as well as we could, we don't get as much out of life, and we are less happy than we could be.

As individuals, or as part of an organisation—at any level, a department, a business, a community—health affects performance and productivity. It is well-known that in Japan many companies recognize the benefits of providing facilities for regular exercise. A bell rings, music comes over the P.A. system, and the employees get up from their desks, or off the production line, and begin a sequence of exercises. In the United States too, large corporations are integrating keep fit programmes into the daily work schedule.

Now it's possible here. The Arica Institute, a non profit making educational organisation headquartered in New York, has developed a system of exercise that is easy to learn, enjoyable to do, requires no special equipment, and works quickly to improve our overall performance. Psychocalisthenics has been tested by several thousand people in trainings throughout the United States and in Europe and taught to thousands more in businesses, professional bodies, universities, schools, hospitals, social clubs, prisons and drug rehabilitation

centres. Arica Institute has been awarded a three-year research grant by the U.S. Government's National Institute of Mental Health for further study of the benefits of Psychocalisthenics.

The 1978 Arica Catalogue, which is a complete prospectus of everything presently offered by Arica Institute, including a two-day training programme, *Cooperation, Interaction and Dragon's Milk*, a nutritious high energy food, gives this description of Psychocalisthenics:

"Psychocalisthenics is a unique programme of physical exercises designed to restore the body to its natural condition of flexibility, strength, and vitality. It is a balanced sequence of 26 exercises that moves the entire body as economically as possible under the control of the breath.

"No special apparatus is necessary to do Psychocalisthenics and, once learned, it can be completed in about 20 minutes, leaving you with the security that you have received all the exercise you need for the day.

"Unlike other exercise programmes, Psychocalisthenics integrates body, mind, and emotions. Not only does Psychocalisthenics condition all the muscle groups of the body, but because each exercise is accompanied by a specific breathing pattern that adds rhythm to the movements and supplies oxygen to all the body's extremities, an essential component of emotional health is provided as well.

"With practice, the movements of Psychocalisthenics become progressively more subtle and eventually produce a state of deep meditation.

"Psychocalisthenics is done

consciously and with enthusiasm but in a relaxed manner. It is approached with an attitude of 'caring for my body' rather than pushing it to surpass records or match standards. The purpose of Psychocalisthenics is to focus attention in each part of the body until it is filled with vitality and awareness.

"Specific groups of the exercises may also be used in special situations, such as to reduce stress, to gain quick energy, for the desk-bound, for the 'morning after', and during pregnancy. A shortened routine is suggested for days when time doesn't permit doing the full sequence."

Sarah Hodge, a director of Churchill Personnel, says, "We have had several Psychocalisthenics trainings at Churchill Personnel. Personally, my experience of Psychocalisthenics is the sense of well-being and the channeling of my natural energy. I am able to concentrate more fully and handle my work more easily. Through Psychocalisthenics I experience complete physical fitness. I have noticed that other individuals in the company who do Psychocalisthenics regularly are more alive and productive."

Peter Lloyd, a counsellor at Churchill Personnel, thinks "the system is brilliant. It definitely works. One of the things that absolutely has worked for me is the breathing. I'm an ex-smoker and when I started I had great difficulty with inhaling and exhaling fully. I've noticed a distinct improvement with Psychocalisthenics. And it's great to do it in a group."

Members of the Arica Institute have taught Psychocalisthenics in the United Kingdom to people from a very wide range of back-

grounds: housewives and mothers, teachers, students, schoolchildren, carpenters, jewellers, designers, cameramen, minicab drivers, engineers and doctors, barbers, cooks and nannies. Malcolm Stewart, a 39-year-old conference organizer, has been doing Psychocalisthenics for five years. "I'm three stones lighter than I was in the early seventies. I learnt Psychocalisthenics and I was amazed that I could do it. I could even stand on my head. And I've kept doing it. There are always new levels to get into. It's the only exercise system that makes me want to dance. What I notice most with it is that it makes the day run

more smoothly. I'm more coordinated. I feel much better about my body. I now know what I can do to keep in good shape."

It takes 10 one-hour sessions to learn Psychocalisthenics. Anybody will be able to do so in regular classes that begin in November at the Arica Institute in London. For companies, in-house trainings are arranged. Also, individuals are trained to teach it to others within their own organizations as a basic fitness and health routine. The book, *Arica Psychocalisthenics* (now in its second printing in the United States) is a complete manual for the exercises. A wall-

chart is provided with the course. There's a cassette tape of music specially composed to accompany the exercises and a short colour film of a large group giving a lively and attractive demonstration.

Caring that you're in good condition is finally your own responsibility. Psychocalisthenics gives you the chance to do something about it. As a research foundation executive said soon after he'd started learning it, "I've never before gone to work feeling as if I was up on a summer holiday morning."

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"I like the structure of it—it's the only exercise system I've managed to stick to" POSTGRADUATE STUDENT

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The directors of the most successful clothing store in London are looking for a bookkeeper. You will be able to use your research skills to help us in our research. We are looking for people who are interested in research and who are able to work independently. If you are interested, please contact us at 020 8055.

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An extraordinary opportunity to join a generous and exciting company with a new and speedy promotion. You will be able to use your research skills to help us in our research. We are looking for people who are interested in research and who are able to work independently. If you are interested, please contact us at 020 8055.

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Keep in with the "in crowd" when you join this internationally famous clothing company. As a PA/Sec to the project manager, you will be involved with a wide variety of happenings, no two days are ever the same. And with 50% discount on clothes and other perks to take advantage of, you will love every minute. So ring me now. I'm Margaret on 020 8055.

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8 stands for board—a PMB, a full-time position, really. You will be able to use your research skills to help us in our research. We are looking for people who are interested in research and who are able to work independently. If you are interested, please contact us at 020 8055.

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Unite with executives of top companies and assist this go-ahead finance company. You will be able to use your research skills to help us in our research. We are looking for people who are interested in research and who are able to work independently. If you are interested, please contact us at 020 8055.

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Get ahead and keep pace with this quickly expanding company. You will be able to use your research skills to help us in our research. We are looking for people who are interested in research and who are able to work independently. If you are interested, please contact us at 020 8055.

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The elite executives of an international finance company in Mayfair are looking for a PA/Sec. You will be able to use your research skills to help us in our research. We are looking for people who are interested in research and who are able to work independently. If you are interested, please contact us at 020 8055.

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Personnel ConsultantsHERE COMES
THE JUDGE
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There's lots of scope for you to develop and handle more than secretarial duties when you join this go-ahead finance company. You will be able to use your research skills to help us in our research. We are looking for people who are interested in research and who are able to work independently. If you are interested, please contact us at 020 8055.

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Personnel ConsultantsCITY SLICKER
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We're a softy for Mr. H. So we're looking for a PA/Sec. You will be able to use your research skills to help us in our research. We are looking for people who are interested in research and who are able to work independently. If you are interested, please contact us at 020 8055.

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Move into a successful environment as you take on full secretarial and administrative responsibilities. The salary is £4,600 per annum. You will be able to use your research skills to help us in our research. We are looking for people who are interested in research and who are able to work independently. If you are interested, please contact us at 020 8055.

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JUBILEE
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Diamonds are fascinating so far with them here. Variety is the order of the day. You'll be preparing the stones for export. You will be able to use your research skills to help us in our research. We are looking for people who are interested in research and who are able to work independently. If you are interested, please contact us at 020 8055.

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Personnel ConsultantsDOCTOR
IN THE HOUSE
£3,300

Become a vital link in a small efficient team dealing with the day-to-day running of a busy medical practice. You will be able to use your research skills to help us in our research. We are looking for people who are interested in research and who are able to work independently. If you are interested, please contact us at 020 8055.

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New Horizons £4,000

Set store by your secretarial skills and help us in our research. You will be able to use your research skills to help us in our research. We are looking for people who are interested in research and who are able to work independently. If you are interested, please contact us at 020 8055.

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Personnel ConsultantsPICTURE
WINDOW
£4,000

These picture Estate Agents in a delightful parkside location offer you the opportunity to put your research skills to use. You will be able to use your research skills to help us in our research. We are looking for people who are interested in research and who are able to work independently. If you are interested, please contact us at 020 8055.

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Personnel ConsultantsTHE
FOUNDATION
£4,200

Client contact is an important part of your daily role as Director of the Foundation. You will be able to use your research skills to help us in our research. We are looking for people who are interested in research and who are able to work independently. If you are interested, please contact us at 020 8055.

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Personnel ConsultantsAMERICAN
ACCENT
TO £4,000

Be in touch with the latest market information and the latest strategies as you assist this American company. You will be able to use your research skills to help us in our research. We are looking for people who are interested in research and who are able to work independently. If you are interested, please contact us at 020 8055.

Churchill
Personnel ConsultantsDEFENSIVE MARKETING
£4,000 +

The military marketing director of the most successful company in the world is looking for a PA/Sec. You will be able to use your research skills to help us in our research. We are looking for people who are interested in research and who are able to work independently. If you are interested, please contact us at 020 8055.

Churchill
Personnel ConsultantsPROJECT
YOURSELF
£4,000

As leader of this team you'll organize the life of this globe-trotting partner and his followers. You will be able to use your research skills to help us in our research. We are looking for people who are interested in research and who are able to work independently. If you are interested, please contact us at 020 8055.

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Personnel ConsultantsBE A STAR!
£4,500

Your undoubted secretarial knowledge and experience will be well appreciated in this exciting environment. You will be able to use your research skills to help us in our research. We are looking for people who are interested in research and who are able to work independently. If you are interested, please contact us at 020 8055.

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Personnel ConsultantsFASHION
WORLD
to £4,500

Be in the know on the fashion world. You will be able to use your research skills to help us in our research. We are looking for people who are interested in research and who are able to work independently. If you are interested, please contact us at 020 8055.

Churchill
Personnel ConsultantsMARKET RESEARCH
£3,600

Help keep things rolling for this young Associate Director as you handle his diary and appointments. You will be able to use your research skills to help us in our research. We are looking for people who are interested in research and who are able to work independently. If you are interested, please contact us at 020 8055.

Churchill
Personnel ConsultantsSLICK
BUSINESS
£5,000 +

There's in the prestige of business, and all the administration, travel arrangements, etc. As you're to handle, with you're to track record, you'll be at the top of the tree. As Assistant to the executive, very much your own creation. So don't hesitate, phone Nadia on 020 8055.

Churchill
Personnel ConsultantsIMPORT YOUR
TALENTS
£4,000

Play an essential role in the new import/export finance company by assisting the director. It's just taking off so handle all correspondence, the arranging of appointments and dealing with suppliers face to face and over the phone. You know your value so be important and call Time on 020 8055.

Churchill
Personnel ConsultantsWINNER
TAKES ALL!
£4,000

Your secretarial skills will be well appreciated in this exciting environment. You will be able to use your research skills to help us in our research. We are looking for people who are interested in research and who are able to work independently. If you are interested, please contact us at 020 8055.

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Personnel ConsultantsCHILDREN'S
RIGHTS
£3,500

Be involved internationally with every section of the media as well as countless charitable and voluntary organizations—it's a very exciting field. Get involved in fun, learn about press, reading and attend sports meetings. Match your typing talents to this by ringing Jina on 020 8055.

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Personnel ConsultantsLIFE AT THE TOP
£5,000

Do you enjoy running the office and organizing the business while the boss is away? Liaise with editors and printers and get into an adventurous career. Your secretarial skills will be exercised occasionally but mainly you will be doing more exciting things. Find out more by ringing Margaret on 020 8055.

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TREAT
£4,000

This company manufactures oriental carpets and imports them from the East. As a PA/Sec to the Sales Director you'll be dealing with overseas clients and making travel arrangements. Administration is an added responsibility, so with your eye for detail and sec. talents you'll lead a multi-faceted day. Learn more, phone Nadia on 020 8055.

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Personnel ConsultantsPROMOTION,
PROMOTION
£4,000

That is what you can expect when you take the plunge into this prestigious, rapidly expanding company. Step up a rung by standing on your PA/Secretarial skills and ambition, and before long you will find yourself at the top of the ladder. Call me now or forever wander! I'm Jane on 020 8055.

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TECHNICAL AND PROFESSIONAL

SALES
EXECUTIVES
Min. £6,500 + Car and expenses

Of course you can sell, but are you getting the most out of your sales? You're smart and team with an excellent sales background, and the personality to carry you to the top in this friendly company. You'll have your own territory (S. East or West) with commission on all sales on a wide range of office equipment. The sky's the limit on earnings. Don't hesitate, contact Eileen Gray on 020 8055.

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Personnel ConsultantsPRODUCTION/PROCESS
PLANNING ENGINEERS
c £5,500

Plan your progression with confidence with this major group offering real prospects to production management. You'll have responsibility, problem solving and people liaison and will enjoy company benefits including subsidized restaurant, season ticket loan, etc. Use your familiarity with process layout, tooling and materials handling to secure security, contact Gino Rican on 020 8055.

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Personnel ConsultantsASSISTANT
TO THE
CHIEF ACCOUNTANT
£6,743

Who can resist benefits like these? Assistance with house purchase, mortgage at 3%, Contrib. Pension, Free Car Park, 4 weeks Holiday? You'll ensure ACC/ACA with a definite eye to the future so be the first to contact Judi-Anne Reece on 020 8055.

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Personnel ConsultantsTECHNICAL SALES
c. £10,000 + Car

Enjoy a small company environment offering close liaison with development and management and the chance to be properly recognized as a major part of the corporate team. A background of chemical engineering applications and the talent to develop major accounts whilst not neglecting the basics of an expanding home and overseas market will ensure total satisfaction, excellent remuneration and commensurate career and personal growth. Contact Gino Rican on 020 8055.

Churchill
Personnel ConsultantsACCOUNTS
PROFESSIONAL
£5,700

You have recently qualified and seek a challenging, rewarding, responsible position with a clear career path. You desire a good benefits package, subsidized meals and recreation facilities. So contact James de Slon on 020 8055.

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Personnel ConsultantsACCOUNTANT'S
RIGHT-HAND
£6,000

Now you can be appreciated for your true worth. With simple, you'll bookkeeping, C.V. this is a definite step up. Be assistant to an accountant and enjoy the reflected prestige. Ring now in confidence. Judi-Anne Reece on 020 8055.

Churchill
Personnel ConsultantsSALES/MARKETING
EXECUTIVE
c £6,000 neg.

Enjoy real career challenge with this international trading company. You will be responsible for sales worldwide but personality and sales ability are more important than foreign languages. If you require a high starting salary, excellent benefits package, a performance oriented environment and a managerial future contact James de Slon on 020 8055.

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Personnel ConsultantsCHEMICAL
ENGINEER
c. £6,000 + Car

Small specialist group rapidly expanding their export environment, overseas travel opportunities and real equity and directorship potentials to young (mid 30's) high flyer with production and cash flow control. Full benefits package will be offered. If you're a team player, act fast and call Carolyn on 020 8055.

Churchill
Personnel ConsultantsINTERNATIONAL
SALES MANAGER/ESS
£2,000 + CAR

Opportunity now available for a dynamic sales person with an exciting and expanding audio visual company. With your European language and export sales experience you will lead a great team to success. Act now and ring Mark Madden on 020 8055.

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Personnel ConsultantsPRESS AHEAD
£4,000

Travel the world from the luxury of your own office—advise and handle situations as they arise—utilise your initiative to make decisions. Things would happen fast for you here so put your PA/Secretarial background to good use and ring Heidi on 020 8055.

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Personnel ConsultantsPRODUCT/PROGRESS
ASSISTANT
£4,500

Exciting textile group offer ambitious remuneration young person an involving and responsible position at London H.Q. liaising with recording production, controlling imported supplies and producing regular production and delivery analysis. For this exciting post offering real career prospects contact Gino Rican on 020 8055.

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Personnel ConsultantsOFFICE
MANAGER/ESS
c. £5,000

Friendly city based imports/distribution group await your management expertise. Become part involved in personnel and systems admin., benefits investigation and cash flow control. A real management opportunity in an exciting environment. Call Peter Lloyd on 020 8055.

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Personnel ConsultantsDEPARTMENTAL
MANAGERS/ESSES
c £5,000

This large Surrey based retail company are really going places. They'll reward you and your supervisory retail background handsomely. An exciting career position for the ambitious. To find out more contact Mark Madden on 020 8055.

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MAYFAIR
£5,000

Luxurious in the splendour of success—a partnership secretary you will be involved with company decisions as you keep them and their books in order. Lunches will be delightful as you associate with the best. So accept a challenge and call necessary ring Heidi on 020 8055.

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SCOTTISH INTEREST?
c £3,000

It's people all the way with your multi-lingual talents and interest in the Highlands. That's all it takes to get involved in a venture with a difference. So call Mark Madden on 020 8055 today.

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Personnel ConsultantsSELL FINANCE
To £5,500 + Car

Do you desire a secure future, high salary, company car, subsidised mortgage and pension scheme, and the advantage of an established Finance House behind you? Your finance sales background will guarantee you a senior position with this expanding company. Contact James de Slon on 020 8055.

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Personnel ConsultantsGRADUATE
TO £7,000

This is an exceptional opportunity for a career minded graduate. A large software house in Central London appreciate your scientific or engineering degree and an interest in computing. Your future is assured when you join a career progression for a forward thinking group. Contact Mark Madden on 020 8055.

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AN A.C.A.
£5,400 to start

Deal yourself a winning hand. You could become a partner in this friendly West End practice. Your salary will be reviewed every six months, and you'll be offered season ticket loans and a car lease scheme. If you've been elected A.C.A. here's a clear route to success. Put your trump card by contacting Eileen Gray on 020 8055.

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REPRESENTATIVES
c £6,000 + Car

Join this leading manufacturer of high speed business communications systems. Operating from home you will be free to realise your real potential. Use your proven sales background and make the right move by calling Peter Lloyd on 020 8055.

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Personnel ConsultantsTOP SALES
POTENTIAL
Earnings
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Confident in your ability? This company offer near handsome leads, top products and full sales support. If top earnings are your motivation, contact James de Slon on 020 8055.

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Personnel ConsultantsSYSTEMS
ANALYST
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You can get a good salary anywhere, but look at these perks! Bonus, BUPA, subsidised meals, car allowance, excellent promotion prospects and total involvement. Interested? If your background includes about 2 years programming (COBOL/PL/1) contact Eileen Gray on 020 8055.

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Personnel ConsultantsACCOUNTANTS
£4,000-£8,000

Loading audio group offer responsibility, involvement and real career prospects in a young dynamic and fast moving environment. Periodic consolidations, I.T. and market ledger compilation are only part of the involvement at the centre operations. The action is, use your newly acquired professional qualifications (and a degree?) to get where the action is. Contact Peter Lloyd on 020 8055.

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Many of us are already planning for the new year and we can see the areas where we are looking for improvement. Have we looked at the people within these areas? Normally the successful areas contain individuals who don't just do their jobs but actually achieve their specific tasks. Those individuals affect our profits, not only in terms of efficiency, but also in the overall effectiveness. We all know that the effectiveness in our different market places, no matter what our product or service, is directly connected with our profitability. Are the individuals within your organisation improving profits?

Your profit improvement this year is a reflection of the people within your organisation. We want to introduce you to people who will be part of this improvement. We are therefore presenting to you this shortlist of individuals who in our assessment are effective in their roles. We have screened, tested and reference-checked these individuals, and we have identified the type of contributions we know they can make within an organisation. Perhaps your organisation?

We look forward to hearing from you and extending our services to you to complement your staffing requirements which will improve your profit performance.

INTERNATIONAL BANKING EXECUTIVE

Applicant no. 11682. European expertise is only part of his talents. A 32-year-old married man with a history involving import and market financing, foreign exchange, short-term credit, new issues, balance analysis, securities and bonds, mergers and acquisitions, liquidations and general management. Impressive? With all this and his languages added to extensive overseas business, we think so. £15,000 is a realistic salary level.

STRUCTURAL ENGINEER

Thirty-three years old, a chartered engineer. Member of the Institute of Structural Engineering, applicant 11539 has been actively involved in management positions: site data interpretation, foundations, public sector housing and industrial buildings construction. An all-round knowledge of RC works; structural steelworks, timber and load-bearing, brickwork allied to design detail supervision at senior level indicate a salary of £7,500 p.a.

Continued from page 1, col 7

timacy of authority and the lack of any cohering forces that might motivate diverse interest groups within any country to begin pulling in the same direction.

What, then, can the employer and employee realistically expect in the short and medium range future? Since jobs are provided by employers let us look at employers first.

Faced with foreign competition, strained labour/management relations, shortages of investment capital accompanied by changes in consumer habits, unrounded equipment, rising costs and shortages of energy and raw materials, run-away inflation and increasing government interference, among others, the employer in the industrialised world finds himself in an unenviable position. Nevertheless, despite these difficulties one man's threat is another man's opportunity. The successful manager/employer is the one who recognises the opportunity well enough in advance and is able to exploit it in a profitable manner.

From the practical viewpoint this requires sophisticated and diversified planning by a group of professionals who have direct access to management as well as the work force, and who enjoy the technical and office and increased industrial automation, the need for such work will diminish, a factor further influenced by competition from the "Japs" of the future.

Thus the employee of tomorrow faces a continuing rise in unemployment. A reduction in the work week is undoubtedly the wave of the future but in effect this merely distributes limited job opportunities more evenly. Having shared available work time with his colleagues and available wealth with the future, the employee of the future still faces the most pressing problem of tomorrow: how can a growing number of individuals with an increasing amount of spare time on their hands and diminishing material wealth gain satisfaction in life? The answer must surely lie in a changing life style.

The nature of new life styles, befitting the circumstances is far from clear, neither is a new life style universally applicable. There are, however, certain hallmarks. Individual responsibility and more reliance on self must replace the attitude of allowing big government, the multinational corporation and other massive power centres to take care of people's problems. The concept of "small is beautiful" points in this direction. Nowhere is this more desirable than in return of power from big government and bureaucratic governments to the people at grass roots levels. Such a move would replace the confrontation of helpless-feeling people toward impersonal power centres to co-operation in smaller groups where the individual can identify through a sense of belonging.

Establishing, or perhaps re-establishing the feelings of belonging and identifying at a personal level brings us back to the previously mentioned corporate planner.

Identity manifests itself externally by the clothes people wear, the furniture they use and the means of travel they employ. The corporate planner who can keep his finger on the pulse of changing life styles will recognise the commercial opportunities these changes offer.

In considering any discussion about the future it should be noted that any predictions about tomorrow, especially in the social sciences, tend to appear pessimistic when viewed from the vantage point of today's values. Although the outlook for the employer and employee may appear bleak there are several encouraging factors which should not be overlooked. In the first place, there are numerous opportunities for those who look in the right place and come prepared, as indicated in the previous paragraph. Secondly, people in all walks of life will have more leisure time and it may be hoped that, with co-operation among the employing and employed groups, more and more people will learn to occupy that time in a self-satisfying manner. Thirdly, current and future technology will undoubtedly reduce boredom and hazards from the work environment by delegating these tasks to machines.

Certainly the transition from the industrial society to whatever label we wish to attach to the newly emerging one will be as painful as the Industrial Revolution but the faster people adapt to that society by accepting its values the faster we will reach a new stage of stability, co-operation and, perhaps, inner wealth.

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PLANNING ENGINEER

Applicant 1188 aged 35 and a chartered production engineer started his career with an HNC mechanical engineering and has progressed through various assignments in the United Kingdom, Europe and the Middle East, largely in the petro-chemical industry to his present post as Head Planning Engineer with a major international contractor. Fluency in two European languages and familiarity with one other plus real technical expertise will command a salary of £10,000 p.a.

PROJECT ENGINEER

A chartered engineer, member of the Institute of Mechanical Engineers, applicant 11688 has undertaken various overseas projects on three continents over the past several years. Experience includes gas compression/treatment plant; offshore rig hook-up; production platform construction planning engineer; oil pipeline and storage contract engineer; industrial and municipal waste plant construction and control, and various process plant commissioning. A valuable man commanding £20,000 on overseas projects.

PRODUCTION ENGINEER

11405 is a 32-year-old engineer with ONC and HNC in mechanical production engineering and qualifications in cobol computer programming. Our applicant presently lives and works in S.E. England as a proposals engineer for a manufacturer of thermal fluid heater and waste heat recovery systems. His experience has covered most aspects of design, production and sales of products ranging from fork lift trucks through water treatment capital equipment to ball mills and boiler controls. At £6,000 p.a. he represents an excellent investment.

SOIL MECHANICS ENGINEER

32 years old, married and a true European specialist, applicant 11555 is a graduate in civil engineering with an active career in formwork, post stressing, survey control and erection of heavy structural steel, and latterly soil on site and lab investigations; site data interpretation, foundations, public sector housing and industrial buildings construction. An all-round knowledge of RC works; structural steelworks, timber and load-bearing, brickwork allied to design detail supervision at senior level indicate a salary of £7,500 p.a.

Continued from page 1, col 7

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a salary level in the region of £20k, dependent on location.

FINANCIAL CONTROLLER

Chartered accountant born 1946, married with a young family, applicant 11859 has completed his academic studies with a Master's degree in Accounting and Finance. His career has, since leaving a major international professional firm, been largely in the Middle East in a financial management capacity. The applicant is fluent in Arabic but new seeks a UK-based position offering a salary of £9,000 p.a.

TECHNICAL MANAGER

Applicant 11501 born 1945 and married with three children has an impressive academic background including a 1st-Class Honours degree and PhD in Mechanical Engineering. Since completing his studies he has worked on various projects including acoustic and noise generation in rotating plant; stress analysis of container vessels and cooling systems in nuclear reactors; low-temperature liquid viscosity studies, etc. A versatile and enterprising chartered engineer commanding a £9,000 p.a. salary level.

MARKETING EXECUTIVE

Applicant 12052 aged 31, a well-travelled bi-lingual marketing man has completed studies with an MSc in Business Administration with specialist business and finance and C.E. together with further marketing studies. A career progressing through Account Executive, Product Management, Brand Management and Senior Account Executive (Market Research), has led to the applicant's present search for a long-term career prospect where his experience and talents will ensure a £5,000 p.a. salary.

MESSANGER

Applicant 11485, only eighteen years old has, since leaving school, enjoyed one job as a messenger with a travel group. He now seeks a similar post in a company offering the potential to encourage him into a sales career. £2,000 p.a.

MANAGEMENT TRAINEE

Only 20 and fluent in 2 European languages, applicant 10711 has held one position since leaving school in general engineering as a tradesman machine operator, progressing into telephone sales. Having progressed towards general admin work, he now wishes to utilize his part

PROFESSIONAL PA/SEC

A professional company is sought by Miss F. With an impressive C.V.—which incorporates acting as PA/Sec for an institute and a professional body Miss F. is an unusual candidate. A degree and excellent spoken and written English take her well above the average employee. Knightsbridge, St. James's or Mayfair are the ideal geographic areas for Miss F. Maturity, good presentation and reliability—an asset to any organisation. £4,500.

ELLE PARLE LE FRANCAIS COMME IL FAUT

Miss C.—with English as her mother tongue—is very keen to blend her confident spoken French and French shorthand with a top job, preferably in the West End at £4,000 an excellent candidate in every way.

Continued from page 1, col 4

Why have Recruitment Services rapidly expanded their activities over the past 20 years?

Recruitment Services developed in response to the needs of employers and employees. Their expansion is directly related to the increasing needs of the labour market, both in economy and the labour market have become more sophisticated.

Up to and during the Second World War, the placement function was fulfilled in the main by State employment exchanges. Since the end of the War, there has been a rapid expansion of Private Recruitment Services that have left the State employment exchange mainly with the placement of unskilled or semi-skilled workers. The private Recruitment Services have developed techniques that enable the labour market to operate more smoothly for office, nursing and domestic staff, and increasingly for senior and middle management.

In contrast to the predominantly passive role of the State employment exchanges, private Recruitment Services have developed active and sophisticated methods that have helped substantially to find the right person for the right job.

Recruitment Services can only exist within a community where there is a need for their specialized service and that this service continues to meet the needs of both employer and employee groups.

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May I suggest Mr Jones that we change your occupation to something other than lunch.

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time studies in sales to progress to a career position. Pleasant, well presented and articulate with a mature approach, a salary of £3,000 is sought.

SALES REPRESENTATIVE

Applicant 12234 aged 45 and single, has lived abroad part of his life and has enjoyed a successful sales career in highly competitive markets. He has sold such diverse products as property, wine, vending machines, communications systems, and double glazing and enjoyed a high income as a result of his application and talents. Now seeking a career position with a £7k earning potential.

CONTRACTS ADMINISTRATION/PURCHASING

12300 is single, aged 31, and lives in Central London. After his education culminating in his B.Sc. Chemistry and B.Comm. he joined an international chemical group as a management trainee working in various disciplines including finance, distribution, marketing and sales. Our applicant has been responsible for publications in the labour communications fields and has been involved in the development of chemical and mining instrumentation and their subsequent sale in the open market. A bright and personable academic and practical man with a valuable background seeking £5,500+.

CHARTERED ACCOUNTANT

Applicant no. 12438 was elected to the Scottish Institute of Chartered Accountants in 1971 since when he has enjoyed a dramatically improving career in the profession and industry. Living and working in London he has specialized in contract audit, expenditure and profit reporting, tax expenditure claims, etc., with special bias towards the oil industry. A man well worth the £9,000 p.a. he seeks.

FINANCIAL DIRECTOR

12424, a chartered accountant with an impressive improving commercial and industrial career in corporate finance. This man has been actively involved in overall control of his company's recent expansion within the U.K. and overseas. Married with a young family our applicant at 37 must command a salary level of £11,000+.

PROFESSIONAL PA/SEC

A professional company is sought by Miss F. With an impressive C.V.—which incorporates acting as PA/Sec for an institute and a professional body Miss F. is an unusual candidate. A degree and excellent spoken and written English take her well above the average employee. Knightsbridge, St. James's or Mayfair are the ideal geographic areas for Miss F. Maturity, good presentation and reliability—an asset to any organisation. £4,500.

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In contrast to the predominantly passive role of the State employment exchanges, private Recruitment Services have developed active and sophisticated methods that have helped substantially to find the right person for the right job.

Recruitment Services can only exist within a community where there is a need for their specialized service and that this service continues to meet the needs of both employer and employee groups.

CHURCHILL PERSONNEL WISHES TO THANK ALL OUR MANY CLIENTS AND APPLICANTS FOR THEIR SUPPORT WHICH HAS ENABLED US TO PROVIDE AND EXTEND OUR SERVICE.

May I suggest Mr Jones that we change your occupation to something other than lunch.

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Ms D's present employers are relocating and are finding it difficult to find another Miss D! Her job function has encompassed researching and processing unusual salaries and coping with the allied personnel problems with a great deal of sympathy. Budgeting and taking responsibility for accounting has also been on her daily agenda. Naturally figures are a second language to Ms D and any financial field will value her enterprise. £5,000.

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Ms S has a total knowledge of bookkeeping. Well educated and confident she is also happy to relieve in any area that needs support—including general admin and correspondence. Determined to develop her accounting career Ms S can easily achieve her desired salary level of £4,850.

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Degrees and impressive secretarial speeds combine to produce a research assistant with a difference. After assisting the DOE in developing countries Miss W. is now determined to secure a research/administration post that will tap her high energy level. If you can offer Miss W. the challenge she will be a loyal and productive employee. £4,000.

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Applicant no. 12423, 28, married, with two young children, FC11 Diploma in Marketing and Public Relations and some 10 years in the life insurance field. Copy writing, training and management are only an indication of his talents. £8,000+ is the salary for a dynamic motivator in this industry.

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Miss D. has experienced the whole realm of commerce and now finds her ambitions have matured to a PA/Sec post in the entertainment, literary or allied fields. Miss D's maturity and skills command respect and appreciation from any employer who is able to keep her occupied. £5,000.

Continued from page 1, col 4

Why have Recruitment Services rapidly expanded their activities over the past 20 years?

Recruitment Services developed in response to the needs of employers and employees. Their expansion is directly related to the increasing needs of the labour market, both in economy and the labour market have become more sophisticated.

Up to and during the Second World War, the placement function was fulfilled in the main by State employment exchanges. Since the end of the War, there has been a rapid expansion of Private Recruitment Services that have left the State employment exchange mainly with the placement of unskilled or semi-skilled workers. The private Recruitment Services have developed techniques that enable the labour market to operate more smoothly for office, nursing and domestic staff, and increasingly for senior and middle management.

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Churchill Personnel is not a job—it's a way of life

by Avril Davies, Manager—Reading Branch

I joined Churchill Personnel in Reading in October, 1976, and I haven't looked back. After 6 months of being the Branch's Client service representative I trained as the Branch Manager—and what an experience, I have learnt more about people and life in the past 18 months than I could ever have learnt in another job.

To make someone responsible is the best way to know whether they can or cannot cope with life. There have been times when I've wanted to run away—I don't mean leave my job but leave all the responsibilities because at that moment they seemed too much.

I've been through the usual tough times we all experience in business, short staffing over holiday periods, etc., and somehow it was even more exciting to take on the challenge and expand and grow.

The team we have here is

fantastic—working hard, taking responsibility well and really getting on with each other. Relationships are really the prime factor in this office because everyone does get on so well and problems are solved and the atmosphere is free from the strains that tend to stop work flow. I think everyone who works here experiences certain things that they would have never experienced in other jobs—the relaxed yet purposeful atmosphere and the way everyone is left on their own to work. The work is very hectic, busy with extra pressures as well as our self-imposed pressures, to get the job done—to help the client and applicant in achieving their objective.

The rapport the counsellors have with their client is remarkable—friendly yet retaining very business-like at the same time. This is so good that many clients use

us on an exclusive basis. We are the first people they think of because of our long-standing successful relationship.

The counsellors also establish a very special rapport with the applicants and in a small city there is plenty of feedback from satisfied clients



REGIONAL PEACE IN ASIA

eng Hsiao-ping's visit to aims to earn maximum for the Chinese want it to be understood that Japan is a friend and trading partner closer than before to and more distant than the Soviet Union. Mr. Hsiao may welcome the friendliness but his own political interference about the Soviet which he is doing his best to down. For all the political of the encounter, in what really binds China in their new phase of ship is the mutual profit country expects from the agreements running as far as 1990 to which they are committed.

ainly Sino-Japanese relationship one day be of great in East Asia but it is not clear whether the present expectations defined. There is not a mutual ignorance to be ne. The truth is that from the complications in by China's fervent host, the Russians the present as of the region remain ns. The future of the still tense problems divided Korea, are not o be more easily resolved in relations between China and the Americans. Nor an interest in this part of the world purely by decision. In any case and Japan see their relations with the as as more important their own mutual relations or weight the treaty has nature East Asia is a scene of global power and it is of a global character. It is that character for the

foreseeable future however Sino-Japanese relations may develop. This has never been true of South-east Asia. But in the three years since the Indo-China war ended the region has lost much of its global political significance. Nor is it as with India in South Asia—a region in which power could become concentrated. This has given impetus to Asian which groups Thailand, Malaysia, Singapore, Indonesia and the Philippines. Since 1975 Asian's main concern has been relations with communist Vietnam, Cambodia and Laos. The members of Asian want to create a zone of peace in the region. Neutrality and non-alignment are other words that attach themselves to these hopes. Hence the determination to keep out of Sino-Soviet line-ups. Unfortunately the Sino-Vietnamese conflict and the Vietnam-Cambodia war have added complications to the task when the Chinese claim that these operations are all infected by the global struggle. To some extent Asian's anxieties have been allayed by the visits made by Mr. Pham Van Dong, the Vietnamese Prime Minister, over the past few weeks which ended with his stay in Kuala Lumpur last week. Though less publicised than Mr. Teng in Tokyo his tour may be the more productive politically.

For one thing, the Vietnamese Prime Minister has denied that his country was in any way an agent of Soviet power in the region. The wish to have trustful relations with Vietnam's neighbours with Vietnam's political affiliation. This may have seemed acceptable given the manifest nationalism of Vietnam that has enhanced the differences with China. There was less willingness to accept Vietnam's denial of any wish to

dominate all Indo-China. Are there not Vietnamese divisions stationed in Laos serving precisely the same objective as Soviet divisions do in eastern Europe? If the Vietnamese were to succeed in supplanting the present rulers in Phnom Penh with men better disposed towards Hanoi would they not bind that loyalty by the same means? But what mattered directly to Asian members was Mr. Dong's unequivocal promise to cease any aid to the insurgent movements in these countries.

Each Asian country probably has differing opinions of Vietnam's character as a communist country or an expansionist power from the past. What they all want is present assurance that can keep the peace in the region. Hence most of them were cautious over the suggestion that Vietnam might join Asian if its zone of peace were differently defined. "Independence" as defined by communist Vietnam has ideological overtones unacceptable to countries that have excellent and profitable relations with the western world and see no reason to limit them in accordance with thinking in Hanoi, thinking that may still be bound by wartime emotions. The essence of the zone of peace these countries look forward to must lie in their capacity to resolve conflicts that arise amongst themselves and to arrive at some consensus over the way they deal with major powers outside the region. Towards China and Japan this has been taking shape. Now the balance must be found with the disturbed states of Indo-China. So far the cautious progress is beginning to show results.

EN RESPONSIBILITY IS MEDICAL OR PENAL

of Gartree prison two weeks ago on the pre- at one of their number being given drugs not for reasons, but to keep him in evidence has emerged that the prisoner, who the prison hospital after a recent suicide attempt, had died improperly. The office has always insisted that drugs are not used as a of controlling unruly is except when medically ry. But now an article in *Prison Medical Journal* further grounds for dis- It describes the experi- use of tranquillizers on rs who "show no evi- of formal illness as such", a present "control prob- and become dangerous or isance" in the stress of conditions. The six pris- involved were said to have their consent, but only nly. e are two basic rules for ministration of drugs to rs. The first is that con- should be obtained prior treatment, unless the is not capable of making al decision. This is true

generally in medicine, of course, but in prison the patient is especially vulnerable to inducements or threats from authority which may make his consent less free than it seems. It may be a difficult matter of judgement for a prison doctor to satisfy himself that a patient has fully given his consent. Often, of course, prisoners needing treatment are scarcely in a state to give informed consent. They may be in acutely aggressive or self-destructive moods, either because of the stress of prison conditions or because they are suffering from mental illness. Unhappily the prisons are still too full of offenders who should be in secure hospital care and not in prison at all. The group discussed in the *Prison Medical Journal*, and labelled by it as "psychopaths", is particularly hard to categorise, with the medical and penal worlds each inclined to regard it as the province of the other. Even when not immediately dangerous to themselves or others, such individuals can be persistently disruptive influences upon the close community of a prison, and the despair of disciplinary officers. This area of uncertainty between sanity and madness

multiples the difficulties surrounding the second rule for the use of drugs in prison: that they should be used on medical grounds only. The criterion for the doctor should be the welfare of the patient, not the convenience of the prison. Quietening a disturbed prisoner may greatly relieve those around him: the calmer atmosphere may in turn benefit him. But for the doctor administering the drug, the interests of the patient himself must come first. It is a degradation of a sane man to keep him submissive by medication against his will. With or without consent, it is no proper answer to the formidable problems of running a prison to dose prisoners just because they are a "nuisance". The article in the *Prison Medical Journal*, perhaps only by clumsy expression in a field where judgment is genuinely difficult, has reinforced fears that this sometimes happens, whatever official policy lays down. Prisoners themselves are all too prone to believe the worst. Penal security and medical discretion are not subjects where it is easy to gather the materials for an informed public debate. But the concern that has been raised will not be dispelled unless the Home Office makes it possible for the issue to be discussed with the greatest possible openness.

id Wood

ry mildly defence of Heath

g in the matter of the of Mr. Heath's recent comments on the control of industry by all or any of the armory instruments lying in the of government, should have even a political novice. ere judgments he had made in public and private; and his last 18 months as Prime r, on his beloved principle a not words, he had done his put them into practice. rning he said recently rang his beliefs, and he expressed eliefs in characteristic style. yle, we know from experi- s dogmatic, even when he his party and the country the follies and risks of do- when he passes the time. Exclude for the moment his that Mr. Callaghan's five per hase Four should not be ined, and then let us agree thing he said has not been servative rhetoric or govern- practice for many a long it has all become what Eye calls a shock-horror. No political commentator ro his salt if he fails to read ose stark sentences, or to in the even starker delivery, dated speaking of Mrs. Thatcher, authority or Sir Keith ffluence, and no Conserv- MP is too lightweight to be d saying that Mr. Heath has d the final act of dis- by arguing that it is in the interest for the Callaghan-confrontation with the trade how to succeed. Night, as well as being that sees over incomes policy

within the Conservative Party certainly exist, as they exist in any mixed group of intelligent men and women; but they have been much exaggerated. During this year, thanks mainly to Jim Prior, Mrs. Thatcher and the Shadow Cabinet have moved onto a broad plateau of common ground, where it is agreed that there exist several methods, one supporting another, that are available to government if inflation is already out of hand or threatens to get out of hand. Monetarism does not always exclude a national incomes policy, as in the spending of central and local government, or fiscal measures, as even the Callaghan-Healey strategy demonstrates. A voluntary agreement on incomes restraint may sometimes need to be imposed in the interests of the trade union leaders perhaps, by a reserve power of government sanctions. So it has been. So it will be. We have lived with the Incomes Policy Question since the days of Stanford Cripps's pay freeze in 1948. Undoubtedly there is an important sense in which Mr. Heath's dogmatic obfuscations against inflationary control rather than the others, may easily appear, or be made to appear, as a challenge to Mrs. Thatcher. For Mrs. Thatcher has repeatedly made clear that she wants to disengage any government from the inter- and sand-wiches routine at 10 Downing Street, from ministerial intervention in decisions made voluntarily between management and men. And that would, indeed, be the perfect world, in which all management and all trade unionists were as rational and wise as Solomon. Mr. Heath, in his pursuit of a high wage and low-cost economy, made such an assumption from 1970 to 1972 and found his perfect world a will o' the wisp. That is why he confessed in Chelsea last week that he was "a wiser man" than Selwyn Park, before the 1970 general election, suggested; and, apart from his U-turns as Prime Minister, it has never come easily to Mr. Heath to admit that he has been wrong. Mr. Heath is a case that deserves member of the Shadow Cabinet, where he would carry a kind of collective responsibility, he

has a duty to make it heard if the next Conservative government is not to start going full steam on the same sidings as it did in 1972-7. His precise motives I do not know but to man needs a better motive than his view of the truth, especially when he has acquired it the hard way. To say much does not entirely exempt Mr. Heath from criticism. He is, as we have known all along, an angular man in every private dealing and in some of his public dealings. He is sensitive about his own interests or standing, very insensitive about other people. I do not blame him for using the Conservative conference in Brighton to speak to himself, although it remains undeniable that as Prime Minister he would have dealt harshly with anybody who took on the role of candid friend to 4,000 constituency representatives. I do not blame him for using television interviews freely to make his point, when he realized that his 18-minute speech had not been broadcast by the BBC (because he had been shown into the statutory children's period of *Play School*). But he can be blamed for a stuffy and charmless speech, devoid of all the courtesies and graces that the occasion required. He took a hectoring and hectoring attitude to the conference but with his leaders on the platform; and it was not difficult to think of other former party leaders who would have made their point more persuasively to that particular audience. He had the air of a man who still does not understand why the 1922 Committee removed him from the leadership, and until he learns that, Mrs. Thatcher is right to keep him out of the Shadow Cabinet room. Finally, though, he was utterly sound in that part of his argument which is being most condemned by myopic Conservatives. In terms of crude tactics, if nothing else, any Conservative leadership should not merely hope but pray that the be made to stick. 5 per cent will be made to stick, if only because there could be no better foundation for the mix of Conservative economic policies that Mrs. Thatcher, Jim Prior, Geoffrey Howe, and Sir Keith Joseph alike have propounded.

NHS dispute and disasters

From Mr Charles Gullannaugh
Sir, It is important to understand that the present dispute in the NHS is not due solely to action by an insensitive group of supervisors, but rather inaction by senior management and politicians over a period of several years. Tonight, October 16, as an Orthopaedic Surgeon on duty at a large hospital in Surrey, I was warned to stand by during a major alert at Gatwick Airport. In normal circumstances we are fully equipped to do this. Because of the present disruption in the hospital I asked the Superintendent of our sterile supplies department whether he could guarantee supplies of sufficient quantities of sterile equipment to deal with a disaster such as that which occurred not long ago in Tenerife. He answered that he could not and his statement was supported by the fact that our Accident Department had run out of sterile dressings during the afternoon.

We are at present faced with a situation in our hospitals where a small group of men who have in the past given loyal and dedicated service have become so exasperated by the failure of management to deal with their understandable grievance that they have taken action in a way which they would not normally do. They have been forced into this position by the indecision of politicians and senior administrators to solve a problem which clearly was going to lead to trouble if it were not dealt with quickly.

Those who fly into Gatwick or travel by motorways nearby would do well to take note of the risks to which they are exposed. Those responsible sit comfortably in their offices in Whitehall fiddling, while Rome, or a jumbo jet, burns. Yours faithfully,
S. C. GALLANNAUGH,
Redhill General Hospital,
Surrey,
October 16.

Arts sponsors

From the Secretary-General of the Arts Council of Great Britain
Sir, You recently (October 14) published a letter from Mr. Head of Commercial Union about my Council's recent guidelines to its clients on appropriate acknowledgement of Arts Council subsidy in their publicity.

He suggests that the issuing of the guidelines suggests that the Arts Council does not know its business. I suggest that it means exactly the opposite. The Arts Council is accountable to the taxpayer whose money it spends, and that accountability should not only do its work effectively but should be seen by the taxpayer to be doing it. We have simply asked our many clients to ensure that this is reflected in their publicity more adequately than it is at the moment. Mr. Head goes on to complain that the acknowledgement of business sponsorship in the arts is "imperceptible" compared to what happens in sport. The word imperceptible is baffling to anyone who has seen banners on the front of the Royal Opera House bearing the sponsor's name and the conspicuous appearance of the sponsor's name in posters and other publicity for many arts bodies—including the cover of the programme. Nevertheless, it is quite true that publicity in the arts is less conspicuous than it is in sports and I think most people concerned with the arts will say that this is as it should be. Does anyone really wish to see performers in the opera or ballet wearing the names of products, and banners bearing trade names hung at the back of the stage? That would be the equivalent of what happens in sport. Yours sincerely,
ROY SHAW, Secretary-General,
Arts Council of Great Britain,
105 Piccadilly, W1,
October 20.

Journalists' pay offer

From Mr Ron Onions
Sir, Your report on Wednesday (October 11) about a pay offer to journalists employed by the London Broadcasting Company calls for some clarification. The offer was made not by my company but by representatives of the Association of Independent Radio Contractors who have begun negotiations with the National Union of Journalists on a new agreement for all NUJ members in the 19 independent radio stations, including LBC. Your report says that the offer would leave LBC journalists worse off and that, quoting an anonymous spokesman, "Already there have been resignations". Neither statement is correct. Yours faithfully,
RON ONIONS,
Editorial Director, LBC/IRN,
Gough Square,
Fleet Street, EC4.

Satanic mills

From Mr Jack Lindsay
Sir, I have been a bit of a flash man to attempt, as R. B. Cruse does on October 20, to evoke Blake's thought to that of Paul Johnson or to any one-track meaning. Blake is not a feeble poet, who, like many of the English green and pleasant landscape, describes it as "mills" in an abstract idea. The Mills in his poem are real mills, iron and steel, for the disabled purposes, for war, as Erdman observes. They are also the whole complex of involved thought and emotion in a divided society which makes possible the engines of war and exploitation, the turning wheel of the cosmos of mechanistic (Newtonian) science. We may note further that in various passages Blake shows that he is well aware of the fragmenting and alienating effects of the textile mills. Yours, etc,
JACK LINDSAY,
Castle Hedingham,
Essex.

LETTERS TO THE EDITOR

Means and ends of an incomes policy

From Lord Boyd-Carpenter

Sir, The flurry about alleged disagreements as to an incomes policy both inside the Conservative Party and between the Conservative Party and Mr. Callaghan has tended to blur the fact that disagreement is about means rather than ends. Everyone, with the substantial exception of the left wing of the Labour Party and their variegated allies, wants an "incomes policy" in the sense that securing a reasonable rate in the growth of earnings is an essential ingredient in any economic policy.

But the question of real difficulty and therefore of understandable disagreement is as to whether a sensible rate of growth can best be brought about by government seeking to impose a fixed percentage maximum rate of increase applicable to all earnings (what one may call as shorthand the direct method) or by use of cash limits in the large public sector plus persuasion backed by monetary and fiscal pressure in the private sector (the indirect method).

The direct method has been tried in the past, and failed. It is clearly failing again today. For any length of time it has the simple defect that it won't work. It is rather like the design for a battleship presented by the German Emperor to his Admiralty. It won't float.

Rhodesian public servants

From Mr Paul Dean, MP for Somerset, North (Conservative)

Sir, I am glad that you think Mr. Smith and members of the Executive Council should be allowed to visit Britain. I agree. The situation is far too serious to exclude any possibility of making progress and preventing a blood bath. In any case, surely Parliament and people should not be denied the opportunity to meet Mr. Smith and his colleagues in the Executive Council so that we can form our own judgment.

The Government's refusal to allow them to come here, particularly when they have been to the United States, typifies the carping and ungenerous attitude the Government has adopted to the internal settlement.

A less dramatic but most important aspect of the Rhodesian problem which is causing increasing concern is the precarious position of public servants who are keeping the country running. Many of these went out from Britain. They hold senior positions in a wide variety of services including the Civil Service, the armed forces, the police, the railways, electricity, postal and other public services. Many have given a lifetime of service and they have declared their willingness to

Defining freedom

From Lord Hatch of Lusby

Sir, I have only just had the opportunity to see the thoughtful article of Arianna Stassinopoulos published by you on October 11. In conjunction with your leader of September 22 and the extracts from Paul Johnson's address in the United States (October 11 and 12), it raises some of the most profound issues of our age.

I suggest, however, that each of these contributions avoids the primary requisite of political analysis. None of them defines the terms used; in particular, no attempt is made to delimit the use of the key terms, "freedom" and "state".

Mr. Stassinopoulos refers to "the growing erosion of individual freedoms". Freedom from what, for whom? Are there more people in Britain today than ever before free from the fears of crinoline medical expense, penury in old age, absence of educational opportunity for their children?

Do not more people have the freedom to engage in active, constructive pursuits? Do not more people have the freedom to choose their life style brought about by communal, collective effort?

I believe that Mr. Stassinopoulos is right to highlight the need for meaning and his need for a sense of order and security. Yet she does not seem to recognize that it

Outward bound

From Sir Philip Rogers

Sir, In the recent often less than generous press coverage of the loss of Mecca of Mr. Eric Morley as their Chairman, little, if any, space has been given to his charitable activities.

May I, through your columns, put this right so far as Outward Bound is concerned? Since 1972, first as a friend and later as a member of our Council and then as Honorary Managing Director, Mr. Morley has been instrumental in raising almost £620,000 for Outward Bound.

This has been done both through his own personal generosity and through the interest and enthusiasm for Outward Bound which he has generated in Mecca and the Variety Club of Great Britain, of which he is at present International President, and other friends.

Quite apart from money, he has given most generously of his time and energy to helping us. Most of this money has been used for bursaries to help deprived youngsters to enjoy the benefits of our courses and for a much overdue building programme at our schools in the United Kingdom.

Yours faithfully,
PHILIP ROGERS,
Chairman, Honorary Managing Director, Outward Bound Trust, Avon House, 360 Oxford Street, W1,
October 17.

Selling stolen antiques

From the President of the Antiquarian Booksellers' Association
Sir, Mr. F. H. Thompson calls attention to the frequency with which stolen antiques resurface in the trade and proposes that dealers' professional associations promulgate

But except in the very short run it is also both unfair and harmful. The maximum increase becomes the minimum. It is treated as a sort of ration. It creates a situation in which a profitable concern like Ford is prevented by dire governmental threats (some of doubtful constitutional propriety) from paying an increase which it could well afford without difficulty or effect on the price of the product.

On the other hand it creates the expectation that concerns like British Steel or the Port of London Authority which are making heavy losses, ultimately at the taxpayers' expense, are expected to grant at least the maximum minimum increase when they quite plainly ought to grant none at all. This in turn prevents what ought to occur if our economy is to function efficiently: a willing flow of the best labour from the loss makers who can offer nothing to the profit makers who have profits to share.

The indirect method will be difficult to apply and not always effective. But it is the only one which will work at all in the short run and do no harm in the long run. I am, Sir, your obedient servant,
BOYD-CARPENTER,
House of Lords,
October 20.

work for an all-African government after independence.

However, they are worried about their future and their pension rights. Even if pension rights are guaranteed in the new constitution, public servants cannot be criticised for doubting the security of such guarantees. They want the British Government to be a party to any agreement on pensions. I am sure that so far the British Government has not been prepared to entertain this request.

No reasonable person would expect the British taxpayer to take on the full responsibility for Rhodesian pensions. But we are dealing with a situation in which a devoted body of men and women are continuing at their posts in conditions of acute difficulty and danger. We in Britain cannot honourably shed all responsibility for their future.

Britain is involved in the Central African Pension Fund which was set up when the Federation was dissolved. I believe this provides a precedent for some form of limited guarantee for Rhodesia. Let it not be said that Britain passed by on the other side and failed to respond to moderate requests from Rhodesian public servants.

Yours faithfully,
PAUL DEAN,
House of Commons,
October 19.

is just these senses which have led man since society began to seek their satisfaction in a community. The modern "state" grew out of that sense of community. It progressively satisfied another basic need—that of participating in the decision making process which determines the character of the society in which we live.

Such satisfaction is certainly not complete. As your author notes, collectivism advances whichever political party is in office. Collectivism within industrial society can take one of two forms. Society can either be governed by the power of impersonal oligopolies or by the collective will made up of mass personal participation.

The crucial task of our generation is to save personal freedom from hidden authoritarian hands of irresponsible economic powers; to extend the public's decision making opportunities into their work life and to identify the "state" more closely with communities.

In other words, to recognize that "freedom" is gained from communal activity instead of accepting the assumption adopted by yourself and your contributors that the two represent an antithesis.

Yours faithfully,
JOHN HATCH,
Department of Political Science, Central Campus, University of Houston, Houston, Texas 77004,
October 16.

a code of conduct ("Selling stolen antiques", October 9).

As far as the antiquarian book trade is concerned, no dealer can afford to be unaware of the risks of purchasing stolen goods from the owners. The buyer of stolen goods, however unwitting, becomes liable to suspicions of "receiving" them and pleas of acting in good faith have little effect on sceptical policemen.

A bookseller buying a book later discovered to be stolen naturally must return it to the rightful owner (more often than not an institutional library) and, at best, loses the money he paid for it. Rarely if ever does the owner, though, rejoice at the recovery of his book, regard himself under obligation to meet any part of the bookseller's loss.

Members of this Association are frequently reminded of this occupational hazard and it is largely to aid them in combating it that the Association maintains the only record of stolen antiquarian books that has national scope. Members can and do consult this at the cost of a telephone call when in doubt about a book offered to them and they develop a professional sixth sense about dubious properties.

As a second line of defence the Association long ago introduced a form of receipt which requires a seller of books to declare that he has proper title to them. This document, formally approved by the legal authorities, is recommended to and normally used by members whenever purchasing books from an unfamiliar or unauthenticated source.

Yours faithfully,
RAYMOND KILGARRIFF,
President, Antiquarian Booksellers' Association, 154 Buckingham Palace Road, SW1,
October 10.

Lord Boothby on Churchill

From Lord Boothby

Sir, For many years now Sir John Colville, whose letter you printed on October 19, has been boasting, and boring everyone in talk and print, about his relationship with Sir Winston Churchill and how it was one of his private secretaries for a comparatively brief period during and after the war, and of no importance at all. My own relationship with him began in 1924, lasted for forty years until his death, and was far closer than his.

It is never easy to answer "impromptu" questions in a press interview. But I know that I never said he was a cruel man. I said that he had a streak of cruelty in his nature, which might well have been essential for what he had to do. I have no recollection of saying that he was gaga in 1951, but if he is a slip of the tongue, I don't mind it. I immediately withdrew it. What I did think, and say in him, was that he was too old and too tired to take office, again; and in this opinion Field-Marshal Lord Mountbatten concurred—see his letter to me in my book. Churchill once said to me that Lloyd George should have retired in 1918. He was then over ten years younger than Churchill was in 1951. I said: "Why don't you take your own advice?"

Sir John then refers to Churchill's dislike for what he called "imperial hunt" against me in 1941. But Churchill himself was the undisputed Master of the Hunt, with a pack of reluctant and finally recalcitrant hounds. Far from saying me "much personal trouble and inconvenience," he was not to destroy me. And both the Cabinet, and Mr. Lloyd George, were well aware of it. He failed. And afterwards he was glad that he had.

Finally, Sir John Colville writes: "Churchill seldom saw him (me), never consulted him, and was not remotely interested in his views." In this sentence there is not a single word of truth. He saw me often, but not with Sir John. He encouraged and supported my campaign for the restoration of the South Tyrol to Austria, and for the rejection of the plan to prevent the manufacture of heroin. Above all, he invited me to join a small Committee for a United Europe, of which he was himself Chairman. This Committee met frequently, but without the assistance of Sir John Colville. It was responsible for the Hague Conference, the formation of the European Movement, and for the Council of Europe. He then appointed me a member of the Conservative delegation to the Council of Europe at Strasbourg, which he himself led. There we met every day, and discussed considerable interest in my views.

Sir John Colville would do well to refresh whatever memory he has got by reading Mr. Martin Gilbert's biography of Churchill: or, if he can't manage that, my own book. Your obedient servant,
BOOTHBY,
House of Lords,
October 20.

Our cultural heritage

From Mr. Lawrence James

Sir, May I join your recent correspondents who have drawn attention to, questioned and condemned the indiscriminate and invariably woolly use of the phrase "national heritage" to judge from your editorial and much of the subsequent correspondence, this expression can mean anything that the writer wishes.

It has lately embraced, among other things, French furniture and objects d'art, Roman artefacts and a fortress built by members of the Anglo-Norman aristocracy.

To this last the adjective "national" might reasonably be applied since Warwick Castle lies within the boundaries of the United Kingdom. But how "national" are the accumulations of eighteenth and nineteenth century connoisseurs whose tastes were international?

By what process does an Italian Renaissance painting, purchased by an English collector from a French nobleman and imported into England become part of the "national heritage"? Presumably, because it became part of a collection housed in England.

If it is later purchased by an American, does it automatically become part of the American heritage? One point is however clear, a work of art from any country, obtained by any means, becomes, part of the "national heritage" once the descendant of its first English owner chooses to sell it to a foreigner.

As to "heritage", its use is even more confused. Commonly and reasonably it describes that which is inherited from one person to another, whether a Breughel or a bungalow. Yet when a foreign museum or collector wish to buy the Breughel, it is transformed from a personal to a "national" possession, belonging to all. Luckily for the owners of bungalows their property is not so affected.

The phrase "national heritage" has little useful meaning. If its users insist that all works of art which have entered the United Kingdom should stay here, regardless of the wishes of the legal owners, they should justify this rather petty view by means other than loose talk about "national heritage".

Yours faithfully,
LAWRENCE JAMES,
Sedburgh School, Sedburgh, Cumbria,
October 12.

Cabinets for sale

From Mr Julian Holloway
Sir, "Usser Museum pays £1,200 for Dublin cabinet," reports your Sales Room Correspondent (October 20). Could not an American museum be persuaded to pay a similar price for our present British Cabinet? Yours faithfully,
JULIAN HOLLOWAY,
91 Canadair Road, Battersea, SW11,
October 20.

A Times Profile

Professor Leszek Kolakowski
Feeling the pulse of
communism

Does the anniversary decade of Alexander Dubcek's downfall in Czechoslovakia find the countries of eastern Europe still in a state of euphoric shock, alleviated by some economic amelioration, or is the yeast of discontent working strongly?

One man with his finger on the pulse is Professor Leszek Kolakowski, who was dismissed from his post as Professor of Philosophy at Warsaw University 10 years ago and is now a Fellow of All Souls. He maintains contact with the dissident activists of the Committee for the Defence of the Workers in his native country.

"My friends in Poland are very active. For the first time, an unprecedented event in the history of communism, there is a form of open opposition, not of course in the party, but open, democratic, anti-authoritarian opposition, trying to exert pressure within the existing system and not using any violent means."

"There are over 20 illegal journals appearing in Poland. They are not clandestine, be-

cause the people writing and the editors appear under their own names, at least in most cases. They are not printed, of course, they are duplicated. This is again illegal. No person is entitled to have such a machine, so they are often confiscated by the police. People are in many cases beaten up on the streets by the police, there's a great number of short-term arrests and searches, confiscations and intimidations. There have been a few cases of what were almost certainly political murders. Nevertheless there are no political trials so far."

"It is of course relatively small groups which do all these things. Nevertheless they are strong and active enough to make the Government, the ruling party, worry very much, in particular at the universities. They started a very important activity last year called the 'Flying University'. These are systematic lectures, on subjects which are taboo, to correct the falsified normal university teaching, mainly in recent his-

tory, political economy and sociology. The lectures take place in private houses and flats, densely packed with students. There have been cases when the students or the lecturers were beaten up by the police or arrested for a short time. The owners of the flats are intimidated, threatened with eviction or fined heavily."

"The authorities are in a very precarious position. They fear both too little repression and too much repression. Both can be dangerous because of the economic situation in Poland. The population is furious and the authorities apparently afraid of undertaking a major repressive operation because they never know whether they will set in train a chain reaction arising from other factors. But I would not expect the situation to lead to a major breakthrough or collapse at the moment, no."

The Professor endured the wartime Calvary of most Poles. His father, an economist and political writer, was killed by the Gestapo. His family was

expelled from Lodz in 1940 and the son survived a further life in villages and Warsaw. When the war was over, he managed to enter the university as a philosophy student.

"I joined the party when I was 18, just after the war. Even at that period I was often criticized for wrong philosophical and political views. I took part in what was called the revisionist movement, which tried to reform communism from within, from about 1955."

"We noticed soon that you cannot have a democratic inner party system when society as a whole is deprived of civil rights and democratic institutions. The party, which rules despotically is the party which is ruled despotically as well, there is no way out of it. We broke entirely with Leninism as a doctrine pretending to have answers on both political and philosophical issues. Nevertheless, for a certain period, we looked in Marxism itself for answers leading to another form of communism."

"Step by step we realized that you can't find such answers. Since many of us, including myself, believed that the party was the only body within which any open activity could be exerted, we remained party members, even though we had not much to do with official ideology. Some left, some were expelled. Inevitably, it couldn't last indefinitely."

"The events in '56 in Poland and the similar events in Czechoslovakia in '68, were largely connected with what was called the revisionist ideas within the party. There was a strong movement of people who believed that communism could be and would be significantly changed, liberalized and democratized, that you could accept intellectual and moral standards without ceasing to be communists. They contributed to the disintegration of the then existing Stalinist or just post-Stalinist system."

"If communism involves, as it has always done, one party rule, you cannot democratize it. It can be less or more oppressive and nobody of sane mind would say that it makes no difference whether you have the oppression of the kind you had in the last years of Stalinism or as it is today. Of course it makes a difference for people's lives and feelings, if at least they know whether some rules are operating so that they can know what to expect."

"These changes are, of course, important. Nevertheless what they failed to change, to reform, is communism. The monopoly of power is untouched and it couldn't be changed without stopping being communism. The revisionist movement was important at this period, but it was based on illusion, both in Poland and in Czechoslovakia. These illusions were dispersed in both cases quickly and they were possible in those active periods because then the party was still sensitive to ideological shocks."

"Now it's changed. The ruling people don't believe any more in communism. It's a matter of sheer power, so the party is not sensitive to ideological shock. Therefore it seems to me rather unlikely

that, within the party any ideologically based reform movement could arise unless some movement could emerge with purely economic reform ideas."

"The ruling party has no authority whatsoever. Nobody believes them. Nobody believes them even if they happen to tell the truth. Everybody knows they are professional liars and so they are unable to control the situation except by sheer coercion. A point which is not appreciated enough in the West is that the really essential, permanent and unalterable feature of communism is mendacity. Terror can change. Oppression can grow milder or stronger, depending upon various circumstances. Mendacity is necessary and a permanent condition of life under communism."

Like so many who have been through the ideological fire, Professor Kolakowski conveys an air of simultaneous vigour and frailty. He walks fast, slightly bent, with a dramatic, transparent plastic cane. The haggard face is enlivened by a shy smile. The grey lightweight suit and grey shirt, the thinning hair, serve to focus attention on the burning blue eyes. He is a compulsive smoker and consumer of black coffee. Where does Eurocommunism fit in his spectrum?

"The possible impact of Eurocommunism is double-edged, ambiguous. On the one hand there is a positive feed-back between diversity in communism within the direct Soviet sphere of power and the communist movement outside the Soviet Union. It is arguable that if all the communist parties in non-Soviet-dominated countries were under strict Soviet control and command the situation in eastern Europe would be worse than it is."

"It is better in the short term, from the point of view of the east European countries, that these parties are tolerated grudgingly and reluctantly by the Soviets so that the complete break does not occur. If the irrevocable rupture occurred, like with China, this influence could not exist any more of course. They would become completely outcast, irrevocably condemned heretics and this influence would stop."

"They are still dependent on the Soviet Union to a certain extent because they don't dare make the final step. All their assurances about their democratic intentions are not definitive. Their attempts to gain democratic credentials have to be ambiguous and suspect. When you look at Berlinguer and Maniatis, they are only a quarter of the way towards the consummation of any break with the Soviet Union. It is not only a matter of what some leaders believe or think but of the mood of rank and file as well. These parties have been educated for decades in the communist ideology, in the belief that the Soviet Union is their model."

He is dismissive about the Soviet incursion into Africa and can see no lasting ideological base there: "In the Middle East they tried for a certain period to rely on people who were not their puppets, but were supposed to be allies and not communists. They failed in those attempts and now they try to set up in their new areas of expansion. They try to set up governments which are not allies but are entirely dependent on them in all aspects, puppets in fact."

"The ideology is not important of course. It is ridiculous to talk of Marxist government or Marxist leaders in Mozambique or Angola or in third world countries. It means nothing more than that they get weapons from the Soviet Union. I don't consider we should think in terms of com-

munist ideology, but about expansion. If you have, as we have all over the third world various factions, groups tribes vying with each other power, one of these factions inevitably will look for support in the Soviet Union. They themselves Marxist or Lenin but these descriptions can be taken seriously."

"I believe that nationalism is the main single disintegrating factor of the whole Soviet Empire and that they can prevent it from growing. I am not saying that I am happy about it. Anti-Russian nationalism, feeling, both within the Soviet Union and its east European dependencies is a factor which can easily, in a moment of unpredictable crisis, take violent form. I don't think it is in our interest or the interest of civilization in general the disintegration of the Soviet Empire should take the form of an apocalyptic massacre of against all."

"Mass oppression always dangerous sides but if it felt they could not do otherwise they would repair harsher measures. From western point of view and dead from that of the population of east European countries one should use all means to encourage the diversity within those countries and speed development. The Soviets fail to impose strictly uniform terms on all those countries even though they tried hard."

"They pretend not to pay attention to the western human rights campaign but in fact do. They are very much interested in having a good image in the West. This pressure is exerted and has proved to be successful in many individual cases. Some western politicians are of opinion that publicity and the public pressure is counter-productive, it one achieves better results exerting diplomatic rather than public means to be individuals."

"Indeed it has proved to be successful in some cases, but only against a background of publicity. Public pressure is important not in the sense that it can change the political system in the Soviet Empire or check Soviet imperialism. Perhaps even more significant it encourages people in those countries to fight themselves for their rights. The main factors of disintegration in the Soviet Empire will come from within and it is important that the West gives moral encouragement to people fighting within, in very dangerous conditions."

The magnum opus of his time with us is due for publication under the title of *Main Currents of Marxism*. "It is about to come out in English translation in October or November from the Oxford University Press. Unfortunately it has three volumes, which is nothing to boast of. It's really horrid to write such a big book."

"I don't read Marxist books or books on Marx any more. Enough is enough, I am not interested. I might go back to what was my previous interest, religious and philosophic ideas of the seventeenth century, this was the area where I was working for many years. I was tempted several times to go to the United States, I was offered professorships in various places and I hesitated for a while, but after all I came back to this country."

When he looks at the muddled condition of Britain, with the talk of Marxist infiltration of the unions, education, the media and public life, does he think we are heading for a revolution here?

"Very unlikely."

Brian Connell

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Sophie Bryant: the
making of an educational
idealist

This month when London University re-opened, women students numbered just over a third of the intake and can expect to get the same proportion of good degrees, or a little more. There is no question of their ability, their stamina or their right to be there.

In 1878 the first two were still being questioned and the third was brand new. The Senate of London University established a precedent in British education by opening all its examinations and degrees to women.

Lord Granville, the Chancellor, made the announcement while handing out degrees. Sophie Bryant was sitting next to her employer, Frances Buss, whose famous school, the North London Collegiate, became the model for girls' public day schools all over the country.

Miss Buss was overjoyed. "What will you do?" she asked Mrs Bryant. With characteristic decision, Bryant replied, "I will learn Latin, matriculate in January, and go on for a Doctor of Science degree in Philosophy."

That she was not among the first four women graduates of 1880 was a disappointment, particularly since one of them, Clara Collet, had been her pupil. In 1884 she retained the initiative: her DSc (Logic and Moral Philosophy) made her the first woman in England to hold a doctorate.

During the '80s, bachelor degrees from London came thick and fast. By 1891 there were 422 of them in medicine, 334 in arts. Only two other women obtained doctorates, but the achievement made its point.

For Sophie Bryant herself, it opened the doors of public appointment at a time of educa-

tional expansion when the progress of middle-class girls' education could not be denied, and when the needs of an industrial society challenged, as they do now, the old ideals of classical humanism. Allocating responsibility for secondary education, developing technical training and the polytechnics, balancing arts and sciences in the new examinations, re-organizing London University, widening the scope of secondary and adult education—Sophie Bryant was involved with all these between 1893 and 1914.

Sophie Bryant was born in 1850, one of five children of William Wilcock and Sophie Morris. Wilcock, a mathematician and Fellow of Trinity College, Dublin, changed direction rather unsuccessfully to become a Protestant minister. His wife was down-to-earth and slightly eccentric, dispensing home curbs and malapropisms with a liberal hand. Sophie spent her first 13 years in Ireland and when the family moved to London in 1863 she won a scholarship to Bedford College, emerging in 1867 as the only candidate in the first class of the Senior Cambridge Local Examination.

The triumph was marred when the published results showed she was a number while the boys were named. She resented it, of course, but not enough to deflect her from the path of other, more conventional girls. In 1869 she married Dr William Hicks Bryant. Less than a year later she returned home, a widow.

Her self-imposed therapy, hard work, reflected the "educational force" which impressed Frances Buss and future pupils. It came to support freedom and justice: "Labour and endurance are the *sine qua non* of all moral ability, and they are only to be got by labour and en-

durance..." She joined the staff of the North London Collegiate School in 1875. There she stayed until 1918, succeeding Buss as headmistress in 1895.

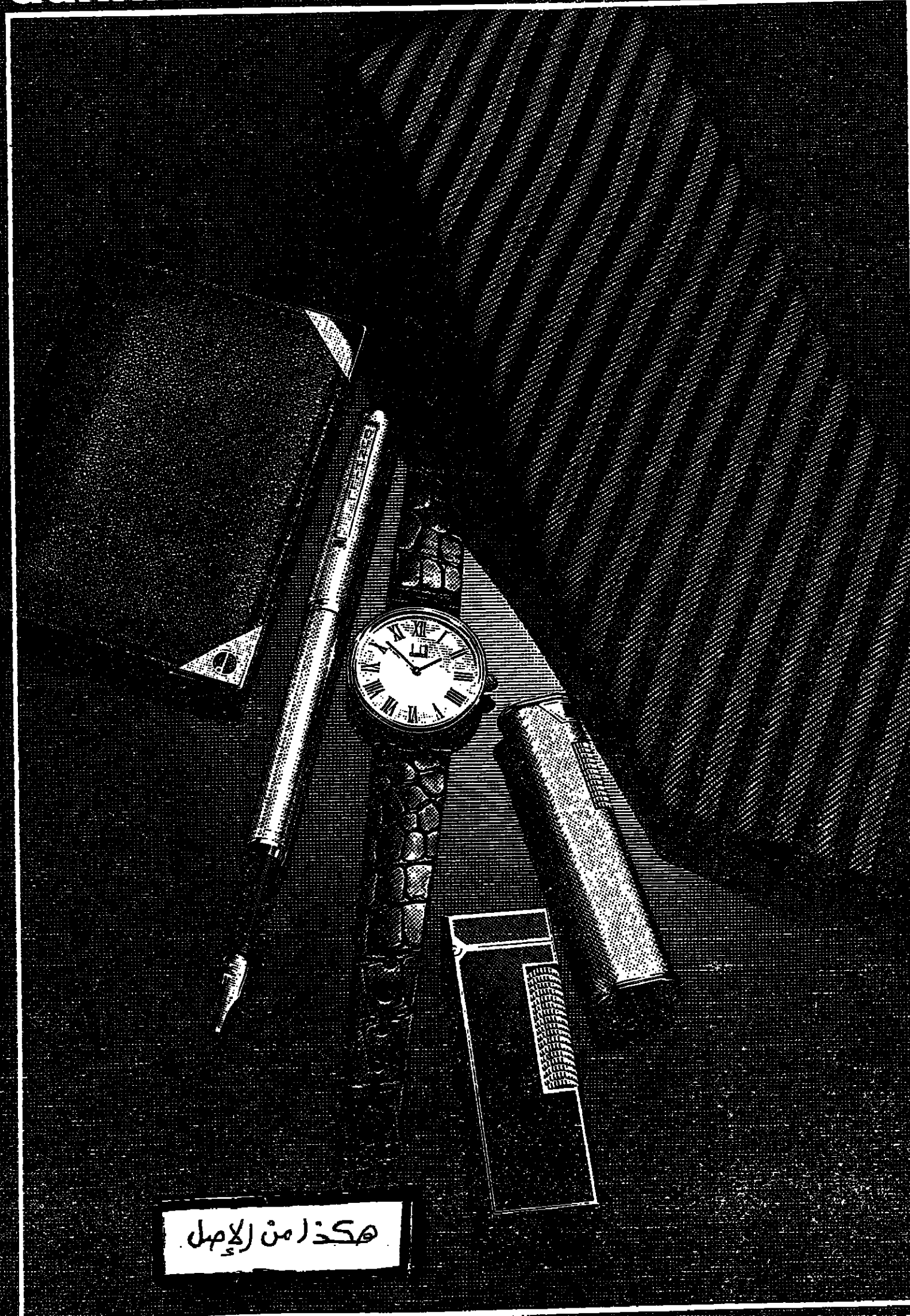
So close did the two become both in aim and mutual support, that the thread of tradition seems continuous. Bryant merely adding or adapting to changing situations. A school founded on social equality at religious toleration could assimilate more easily the most, LCC scholars, pupil teachers and ultimately 16 places under a Board of Education grant. Where equal educational opportunity and the right of women to work were taken for granted (as also her duties) Bryant's suffragism as an outside interests seemed natural progression. The school became a laboratory for educational developments.

She liked the company men, on hikes and cycling excursions, climbing mountains (including the Matterhorn) arguing some abstruse philosophical or mathematical point. Her memorial service in 1919 was packed with men. Perhaps as an ex-pupil suggests, "Mrs Bryant helped to break down initial male mistrust so that tact, persuasion and wit could get to work." No one, it was said, could manage Lord Bryant as she could, and, according to her friend, Sir Michael Sadler, "she used her sense of (un)behold of many a good cat when the right side would be lost the battle if it had been dull as well as right."

Sophie Bryant wanted change society, but not through violence. Politically, even have overtaken her. Educationally, her ideals stand, wonders what the content intake of London University would make of her.

Mary Wilkins

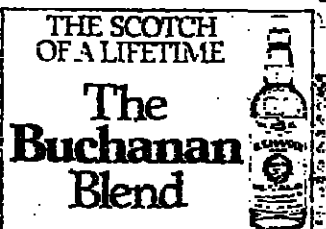
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THE TIMES

BUSINESS NEWS



Government draws up new price control legislation for submission to TUC

Mr Harris, the Minister of Industry, has announced that the Government has almost completed new price control legislation, which will be submitted to the TUC for its views.

The legislation, which is being prepared by the Department of Industry, will cover a wide range of goods and services, including food, clothing, and housing. It is expected that the legislation will be submitted to the TUC in the next few weeks.

Mr Harris said that the Government was determined to ensure that prices remained fair and reasonable, and that the legislation would provide a framework for the TUC to make recommendations on price control.

BI conference faces demand for higher line on pay and disputes

The British Industrial Confederation (BIC) is facing a demand for a higher line on pay and disputes at its annual conference, which is being held in London this week.

The demand is being made by the TUC, which is the main trade union confederation in the UK. The TUC is calling for the BIC to take a more active role in negotiating pay and disputes on behalf of its members.

The BIC has been criticized for its lack of involvement in these issues, and the TUC is demanding that it change its approach.

It is argued that such measures would result in industrial action being used only as a weapon of last resort. In addition, the proposals argue, when industrial action does occur, the players could show much greater solidarity in resisting pay demands.

Policy-makers within the BIC are sceptical about whether such extreme measures could bring about a change in the balance of power, even if they could be implemented. It is believed that in any case they would perpetuate an unstable system which reduces efficiency.

However, the policy-makers are bound by their members' views, which the industrial national conference last year criticized a tripartite forum on pay determination as "corporate", and which resisted compromise of the pay bargaining round on the ground that it would increase trade union power.

The policy-makers believe that a crossroads has been reached on wages strategy. Three options are set out in position papers being sent out to conference delegates this week: return to "free collective bargaining system that has served us so badly since the war"; attempt to construct a pay policy which will ensure control but at the expense of efficiency; or the introduction of "a system of bargaining in which all sides recognize the power of the employee, but in which there is a wide consensus that such power should not be used unreasonably".

This is most favoured in official BIC policy at present. The fear is that if the Government takes too rigid a stand in underpinning its current pay policy during the next few days, it will provoke a backlash from the industrialists in two weeks' time.

At the end of the debate delegates will be asked not only to endorse the BIC's existing moderate policy, but also to urge implementation by next August.

While the specific concept of a central economic forum for pay has been dropped in view of the objections raised by members last year, some form of public consultation between the Government and all interested parties is still seen as desirable.

CBI leaders are to discuss their proposals for next year's pay policy at a meeting with Mr Denis Healey, the Chancellor, later this week. They want negotiations to be allowed the maximum flexibility to make settlements appropriate to individual circumstances, but within a framework which encourages realistic and moderate bargaining from the union side.

Official BIC policy also favours some moves towards a restoration of a more even balance of industrial power.

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BSC threatens retaliation over EEC sales at below minimum prices

Steelmakers aim to tighten exports

Members of Eurofer, the European steelmakers' club, will meet this week in an attempt to resolve the conflicts that have arisen between member countries over implementing the EEC's steel crisis measures.

Key topic for discussion will be the organization's own policy of the Commission's package of measures introduced at the beginning of this year in an effort to stabilize the Community's steel market.

Sir Charles Villiers, chairman of the British Steel Corporation and Mr Bob Scholey, its chief executive, are expected to play a leading role in the discussions.

Imports from other EEC producers continued to run at high level last month. BSC is concerned that a considerable volume of those imports have been arriving at prices below

those laid down by the Commission in its steel industry aid scheme brought in under the direction of Viscount Eddington, the Industry Commissioner.

BSC insists that its sales to the Community are on the basis of the minimum prices laid down, but it has pointed out that unless producers play fair it will be forced to take retaliatory action in the market place.

The corporation is attaching great importance to the policy of restraint and at this week's meeting its representatives will be pressing for tougher action against members who transgress.

Viscount Eddington is also anxious to see voluntary self-discipline strengthened. That objective has been brought nearer with the secondment of a leading steel producer from West Germany's Thyssen Group, whose job will be to monitor steel deliveries and

prices and stop the flouting of the rules.

British Steel will urge the Commission to introduce further restraints on Community steel shipments to Britain next year. The Industry Commissioner said last week that delivery quotas would be revised to benefit those companies which have started restructuring programmes.

On that score, BSC considers itself to be in a strong position. It has secured agreement with the steel unions for the closure of six production plants over the past 12 months.

The Commission is now working on plans for a renewal of the measures next year after agreement at a meeting of deputy foreign ministers of the Nine last week. Preliminary talks will start shortly with third-country suppliers of steel to the Community.

Detailed plans for an extension of the Davignon measures —with greater emphasis on the



Viscount Eddington: accent on self-discipline

restructuring of the industry — will be discussed further at a Council of Ministers meeting next month.

Machine tool men see Third World trade spin-off via Peking

By David Felton

British machine tool companies are close to signing deals with their Chinese counterparts which will give them access to markets in the Third World, particularly in Africa and Latin America, which until now have remained closed.

Industry sources estimate that initial contracts could be worth £30m and are hopeful that some agreement can be reached before the end of the year.

British manufacturers have been talking seriously with the Chinese since 1971 about orders for the domestic market and also possible cooperation in third markets. British machine tool delegations held demonstrations in Peking in 1973 and in Shanghai in 1975.

Because of China's close relations with some African countries, the British machine tool industry decided to capitalize on the improvement in Sino-British relations and the gathering momentum in trade between the two countries.

China's own machine-tool industry is already engaged in trade with African countries but it was felt that Britain had more expertise in the manufacture of certain advanced machinery.

China's exports of machine tools are marginal, with an estimated \$10m of machines exported last year, against imports of \$50m. These are necessarily rough estimates because of scant information available.

Orders expected next month for Drax B boilers and turbines

Orders for the boilers and turbine generators at the Drax B Power station in Yorkshire are finally expected to be placed early next month.

Last year Mr Anthony Wedgwood Benn, the Secretary of State for Energy, invited the Central Electricity Generating Board to place the orders with Beyerle Parsons and the planned National Boiler Company.

Because the station was being ordered earlier than the CEGB board meeting on November 2, but announcement of the orders is likely to be made the following week.

Extensive discussions have taken place on price, which has been made doubly difficult to fix both because these are single tender contracts and because Drax is the first power station ordered for a long time.

It has been assumed that the boiler contract would be worth about £160m. In the absence of the unified boiler company it will be placed with the Kenton works of Babcock & Wilcox. The turbine contract, possibly worth up to £125m, will go to the C. A. Parsons subsidiary of NEI.

Two-tier boards 'best system'

By Donald Macintyre

Labour Reporter

Two-tier boards are the best way of having worker-directors in industry, if they are needed at all, the Engineers and Managers' Association says today.

Broadly welcoming the proposals in the Government's White Paper on Industrial Democracy, the association makes it clear that it is "not convinced" that there is a need for worker directors, and doubts whether their introduction in general is "currently desirable".

The association, which includes almost all senior engineers and professional employees in the power supply industry, and is at present attempting to recruit the wider engineering industry, emphasizes that managerial staff must be represented, through trade unions of their own in any worker participation plans.

It says that if there have to be worker directors, they should be accommodated in a two-tier board system where day-to-day running is left in the hands of a conventional top management team.

The association, which has had its own battles with the Advisory, Conciliation and Arbitration Service on recognition issues, says the Service should not be an appellate body on industrial democracy issues.

Uniform drug charges 'threat to industry'

By Our Industrial Correspondent

Attempts by the EEC Commission to establish uniform prices for prescription medicines would create serious problems for the pharmaceutical industry, according to a study published today.

The study, written by Dr Klaus von Grebner and published by the Office of Health Economics, says it might be possible on a short-term basis to reduce the price of medicines and cut health care costs by forcing countries to throw open their frontiers to free trade and impose drastic price controls.

But such a policy would further diminish the industry's earning power in markets operating a system of free competition, and would increase political pressure exerted on prices in those markets.

Dr Grebner says that economies made at the expense of research and development would only begin to produce visible repercussions after a time lag of at least 15 to 20 years.

Denmark, Germany and The Netherlands were the only pharmaceutical markets in the EEC where there was little or no direct control over prices or profits on drugs.

Pharmaceutical Prices, OHE, £1.

ITT testing 'immoral' payments in courts saga

International Telephone and Telegraph Corporation has asserted in a brief filed with the United States Supreme Court that complaints against it concerning questionable foreign payments are part of a "novel crusade" being waged by the Securities and Exchange Commission.

Along with many other American companies, ITT believes the SEC is simply going too far in calling on companies to disclose confidential details about their businesses in the name of keeping investors fully informed.

As it told the Supreme Court: "Respected commentators have questioned whether the Commission has been exceeding its authority in requiring disclosure of matters not because they are 'material' but because they are 'immoral'."

So far no company has gone as far in challenging the SEC's authority in forcing the publication of past questionable corporate payments. To the discomfort of ITT's public relations executives, the challenges being made by the company's lawyers are increasing the public impression that it has a great deal to hide. The ITT-SEC duel is fascinating, and may even prove spectacular.

Between 1970 and 1975 ITT admitted to making a certain number of questionable foreign payments. But lawyers for ITT say the company has conscientiously enforced, since March 1976, a prohibition by its board of directors against any further such transactions.

The SEC has taken action against the company and filed a complaint against it in the Washington District Court. The company's lawyers are now directly challenging the SEC's right to sue, and they are noting that it would "permit identification of particular transactions, including persons and countries involved."

ITT sought to keep the complaint under court seal, but failed to convince the District Court judges, and they failed to overturn his decision in the District Appeals Court.

As a result it has now gone for help to the Supreme Court. ITT believes the courts must establish whether the SEC has the right to sue, and that disclosure of confidential business transactions before the SEC can be allowed to publish its complaint.

These actions so far have ensured that the merits of the SEC complaint must eventually be given a hearing in court. The more ITT manoeuvres to delay such a hearing, the greater is the prospect of the SEC finally agreeing to an out-of-court settlement with the company, which would ensure that the public is never told who received ITT payments and in which countries they were made.

ITT's challenge in the Supreme Court, if successful, will establish a precedent that will make life for the SEC all the harder and will almost certainly ensure that the public remains in the dark about the details of questionable business dealings. The case is therefore an important one. Moreover, if a hearing on the complaint actually takes place, it is likely that ITT will claim that it does not have the power to sue, and that from its foreign subsidiaries so launching a whole new wave of court challenges that will determine whether a multinational company really does control its foreign subsidiaries.

What makes the whole affair still more intriguing is ITT's assertion that even the lives of some people might be endangered if all the details of its past payments are publicly revealed.

Frank Vogel in Washington

Building every sided

Huxley

very in the construction has been lopsided and more than some recent efforts might suggest, the Federation of Building Employers says in a re-broadcast today.

Federation, commenting on the upturn in the building industry, is evident throughout the year, is continuing at a pace. However, it is disappointed that more than 50 of its member companies expect a deterioration in the end of September of the companies expecting a workload this year above those expecting a volume. On employment prospects, 30 per cent expect to have jobs compared with last year's 50 per cent did not have any change.

Federation says that the tightening of labour supply has continued.

Subsidy ruling gives ferry deal to Germany

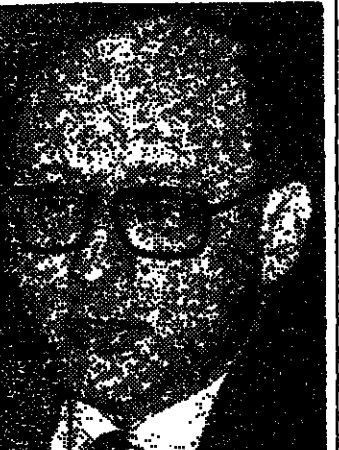
By Our Industrial Staff

A £50m order for three cross-Channel ferries for European Ferries went to a German yard because EEC laws prevented the Government from increasing its subsidies to United Kingdom shipyards.

Gerald Kaufman, Minister of State at the Department of Industry, said in a letter to Mr Michael Gyllis, a Conservative industry spokesman, who had asked the minister why a British contract had been awarded to an overseas yard when British shipbuilders had the benefit of the intervention fund.

Mr Kaufman's reply said: "I too was disappointed that European Ferries were unable to place at least a part of their order with British shipbuilders, especially as they had offered prices which were considered to be competitive. The award was made on the basis of a scale broadly equivalent to that offered for the Polish order."

His letter said that in the present climate, with yards desperate for orders, normal commercial pricing practices had little relevance.



Mr Gerald Kaufman: Government hands tied

In face of the lower German tender the Government could not increase assistance to British shipbuilders because this would have been diverting an order from a fellow EEC member, which would not have been acceptable to the European Commission.

Search to start for oil and gas on Isle of Wight

A geological survey on the Isle of Wight to trace areas likely to produce oil and gas is part of a nationwide scheme to pinpoint new sources of oil and gas for when North Sea supplies run out.

Three 14-ton lorries fitted out as hydraulic vibrators will be used in the survey. These crawl along at about two miles per day sending sound waves into the ground to produce small shock waves which are recorded and used to draw up a sub-surface geological map.

The survey, by Seismograph Service (England) and an oil company, Clyde Petroleum is purely exploratory. No oil or gas could be extracted without Government permission.

Doubts cast on Carter anti-inflation policy

From Our United States Economics Correspondent

Washington, Oct. 22

President Carter's anti-inflation programme which he will announce on Tuesday night, will be his third and toughest. The President was, however, fully rejected mandatory wage and price controls.

"The Carter Administration will be attempting to launch its new anti-inflation policy at a time when the inflationary winds are likely to be particularly stiff. This raises the risks of an abortive take off for the new initiative," states Dr Gary Wengowski, the chief economist at Goldman, Sachs and Co.

Administration officials state that the President has decided against trying to postpone the scheduled increases on January 1 of the minimum wage and of social security taxes. These increases will add to inflationary pressures, as will possible rises in energy prices resulting from the new United States energy law and from action to be taken soon by the Organization of Petroleum Exporting Countries.

Tougher competition likely for chemical industry

Britain's chemical industry faces a reduction in its positive trade balance and tougher competition in third world markets beyond 1980, according to forecasts of the industry's performance over the next five years.

In a survey of the industry, the Economic Model Group of Cambridge said immediate trade prospects were encouraging but the medium-term outlook was less promising. Rising exports and increased import substitution by Middle-East, Far East and East European countries were likely to bite into the trade balance after 1980.

The survey also noted that the decline of the United States dollar and the acquisition of American chemical companies by more internationally oriented

Real Ale group comes to market for £175,000

By Peter Wainwright

Camra, the Campaign for Real Ale group devoted to traditional draught beers, is now making profits from its pub-owning offshoot and is seeking more money from the public. It aims to raise £175,000 through the issue of up to 150,000 £1 shares at 115p a share. Lists open tomorrow, and will close on December 1.

Camra (Real Ale) Investors is financially and legally separate from Camra, which has bought and renovated five run-down pubs.

A 20-year lease has also been taken on a National Trust pub, the Fleete Inn, Evesham. The group plans to have eight pubs by next autumn and is planning to buy its own brewery.

The group first broke even in 1977-78.

German economists forecast 1 growth of up to 4pc

eter Norman

Oct. 22

growth in the West German economy should accelerate between 3.5 and 4 per cent a year, according to the report of the country's leading economic research institute.

The key elements that have been linked to German economic growth, also as that average unemployment will fall significantly in the million mark next or the first time since 1972.

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Post Office revives £27 million development

The Post Office is to revive a £27 million office project which it postponed for economy reasons in 1975.

The buildings, which is to house about 2,000 staff scattered about in numerous rented offices, is to be constructed on the site of the old Central Telegraph Office in St. Martin's-le-Grand, London. Archaeologists have been excavating the site during the three years since it was closed for development.

The Post Office and the Property Services Agency have had preliminary discussions with the City of London architect and further talks are planned about the design.

£155m rise in National savings

Provisional returns for September show a substantial improvement in National Savings results and reverse the downward trend of the previous two months.

Receipts of nearly £300m for the five-week period and repayments of £144.8m, both including accrued interest, gave a net increase of £155m. The total sum administered by the Department for National Savings now stands at £10,536.4m.

Both 14th Issue National Savings Certificates and Premium Savings Bonds performed impressively. The provisional figure of £27.5m for premium bond receipts has been exceeded only once before.

Junior accountants' perks help to boost pay and living standards

By Patricia Tisdell

Continuing heavy demand has kept junior accountants' salaries at or above inflation rates during the past 12 months.

A salary survey published by the Chartered Accountancy Association today shows that most accountants earning less than £10,000 a year have had salary increases of between 9 and 10 per cent in the past 12 months.

For those earning higher salaries there have been further falls in the value of their after-tax earnings.

While partners in firms of chartered accountants receive salaries between £13,000 and £25,000, there are signs that younger partners are having difficulty in building up enough capital out of after-tax earnings to finance the working of their partnerships.

As a result increasing numbers are turning to endowment insurance policies to provide finance over a long period. Nevertheless a partnership can be severely threatened if several senior partners wish to

retire at once and withdraw all or some of their capital.

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Although it is particularly important for larger firms to abide by government pay guidelines because they depend on the Government for much of their business, they have managed to maintain more generous salary increases for junior staff by a variety of methods.

The survey comments on a tendency to regrade qualified accountants earlier than would otherwise have been the case in order to pay salary increases in excess of those strictly permissible within the pay policy.

Another method has been to raise allowances associated with the job.

Travelling expenses have been significantly improved in many practices, says Accountancy Personnel. Provision of cars has become a little more common with newly qualified accountants. Other fringe benefits mentioned in the report include BUPA subscriptions, interest-free loans and

discount cards. One firm runs weekend seminars at country hotels to which staff bring their wives.

Improved salary prospects have contributed to the attraction of more highly-qualified entrants to the accountancy profession. A radical change over the past two or three years has been the rise in the number of university graduates, who now constitute 65 per cent to 70 per cent of new entrants.

This has meant new pressure on non-graduates for whom there is said to be something of a salary barrier at about £8,000 a year.

Although women are still vastly outnumbered by men, the survey reports that the prejudice against women is decreasing at all levels in favour of a fairer, more meritocratic approach.

This change is reflected in the fact that a Higher National Diploma in Business Studies was able to choose from 10 offers of training contracts and started at £2,700

Italian diesel assault on UK

An Italian company manufacturing industrial diesel engines is planning an assault on the British market in the next few months.

SAME Spa, based in Treviso, northern Italy, will be introducing its engines to the United Kingdom at the Public Works Exhibition at Birmingham's National Exhibition Centre next month. A major

selling point will be the company's claim that it can deliver orders in less than three months.

The company, Italy's second largest producer of agricultural tractors, will be offering a series of engines made at Treviso, where capacity has recently been increased to enable production of 150 engines a day. There is scope to increase to 170 if the United

Kingdom proves a lucrative market.

SAME has not yet announced its distributor, but considers the market to be "potentially large". It will be concentrating on the smaller manufacturer, producing up to 1,000 units a year, to whom the meeting of delivery dates is crucial.

The company's initial aim is to break into the construction, marine and agricultural fields.

Chinese rail expansion offers scope for Britain

Hongkong, Oct. 22.—A British Rail executive said at the weekend that China had opened "many doors" for cooperation in modernizing its railway system, including possible electrification of the busy line from the Hongkong border to Canton.

Mr Ian Campbell, British Rail's chief executive, said no agreements were signed during a very successful two-week mission to China, sponsored by The Times and Business Perspectives, but he expressed optimism that Britain will get a share in China's crash programme to expand its railways.

As a result of the talks British Rail submitted a preliminary plan for the modernization of the 146 kms line from the Hongkong border to Canton, and a detailed proposal would be submitted by the end of December.

Mr Campbell said the Chinese were interested in complete systems for bulk loading and unloading of coal, oil and minerals which the British already had.

They also have expressed interest in specially designed freight wagons, equipment to improve curve speed, track design for minimum maintenance and computerized signalling and switching.

He said a Japan National Railway mission visited China last month and was believed to be close to agreement on a co-operation pact, but he noted that no agreement had yet been signed.

"We're competing," Mr Campbell said. "China is a big country and its needs are great. There's room for both of us if we provide the right thing at the right price."

He said a number of Chinese technicians already had studied at British Rail's technical centre in Derby and he announced that more technicians would be attending and concentrating on "economical technology".

Business appointments Lord Nelson for Royal Worcester

Lord Nelson has been appointed a non-executive director of Royal Worcester. Mr K. H. Chapman has retired.

Dr A. E. Jones has been made chairman and Mr P. Harris managing director of Babcock Electrical Projects.

Other members of the board are: Mr P. H. Bowen, Mr J. H. Jones, Mr A. G. Poole and Mr H. Peters.

Mr Nicholas Kessler has been made a director of River and Mercantile Trust.

Mr David Northway, managing director of BSA Sintered Components, has been appointed chairman of the sister company, BSA Metal Powders.

LETTERS TO THE EDITOR

State industries and the powers of ministers

From Mr Anthony Cockerill

Sir, The timely and perceptive article on the relationship between government and the nationalized industries (October 18) asks whether ministerial powers of specific direction over the public corporations, which have been supported recently by the Select Committee on Nationalized Industries, would lead to more private arm-twisting and still less parliamentary accountability.

It is saying for the moon to hope that political intervention in the nationalized industries will ever cease. Given that, it is good sense to try to ensure that ministerial influence is as overt and precise as possible, and subject to effective scrutiny.

It is not so much that the Morrisonian "arm's length" relationship, designed to ensure the commercial operation of the public corporations, has "not worked" (as the National Economic Development Office report asserted), as that it has never been given the chance to work—and, under the present system, never will be.

Neither does the "concerted" approach, favoured by NEDO, offer a way forward: in contrast to other nations (for example, France and Japan) there is too much dissonance within and between the major United Kingdom political parties on how the nationalized industries should be run and to what purpose.

Many would agree that it is legitimate for the nationalized industries—and for the private sector as well—to assume objectives which go beyond considerations of narrow commercial interest. In the nature of things, these pressures are likely to be strongest in the public sector.

Evidence at Vauxhall tribunal

From Mr S. R. Montlake

Sir, The recent industrial tribunal regarding the worker at Vauxhall who was summarily dismissed for sleeping while on night duty appears to be ending in a most unsatisfactory manner. It is possible that the full record of the tribunal has not been reported but there are certain disquieting aspects which I feel have not been answered.

The worker concerned claimed that it was the practice at Vauxhall for workers who had completed their quota to retire to sleep. The questions which arise from this statement are as follows:

1. Had he completed his quota satisfactorily?

2. If he had completed this quota satisfactorily what were the instructions from management regarding such a situation?

3. If the worker concerned had in fact completed his work satisfactorily, was he a fast worker who should in fact have received praise rather than blame as the other workers slow workers to whom he should have been asked to show his technique?

If the above questions are answered to the fact that he had completed his quota and that neither Vauxhall nor his foreman considered him to be a very fast worker, once again one must ask what sort of work quota is being set by the management of Vauxhall and to what extent we are all paying for what might well appear to be badly negotiated work rates.

Yours faithfully,
S. R. MONTLAKE,
Director,
Rooftop Limited,
133 High Street,
Acton, London, W3,
October 13.

Gratuities for solicitors

From Mr N. Fizen

Sir, As a fairly average solicitor, I am pleased to respond to Mr Griffin's claim (October 18) that "the value of the gratuity" is "the value of a self-employed solicitor would put to shame the tips of many a self-employed and driver".

I have acted for about 200 clients this year but the only tips that I have received have been two bottles of wine, one lunch and five apples. I am far from complaining, but I suggest that the infrequency of a solicitor's tips places him in quite a different category from a taxi-driver, who usually, if not always, receives a tip at the end of each journey.

Yours faithfully,
N. FIZEN,
Bathaston Cottage,
Church Lane,
Bathaston,
Bath BA2 7EP.

Spanish tax

From the Leader of the Greater London Council

Sir, Mr Watson's analogy (October 17) between British capital transfer tax and the Spanish wealth tax is insufficiently close to be of much use to us.

Even if it were a close parallel, it still would not explain away the entirely arbitrary basis the Spaniards appear to have adopted, or the unfairness of it all.

In our own country we are beginning to learn the bitter lessons of driving our most productive citizens into unwilling tax exile. The seed corn is not only being consumed—where it does take root it is being trampled on. I only hope that Spain does not start along the same road.

Yours faithfully,
HORACE CUTLER,
The County Hall,
London SE1 7PE.

From Mr A. G. Wright

Sir, With reference to the two letters by Sir Rafael Valls (October 5 and 12) on property tax in Spain, may I register total bewilderment.

On October 12 he says that "the liability to the tax is governed by residence". Now he says that it is governed by physically holding property in Spain. Those of us who live in the United Kingdom and only go to Spain for a holiday certainly are not residents. The Spanish Embassy defines "tourists" as those who spend less than six months per annum in Spain. Are such "tourists" liable for the tax, and if so, what is the base for the valuation?

Yours faithfully,
A. G. WRIGHT,
279 Northolt Road,
South Harrow,
Middlesex.

Vickers' warships spell success for Barrow

Should Barrow in Furness ever decide to change its name (well, Istanbul was Constantinople once) it will not have to wrack its collective brain for very long for an alternative. A pretty obvious choice would be "Vickerstown", for if there is any place where a town and a company are synonymous it is surely Barrow.

The Vickers shipyard and its associated engineering works are not only the town's largest employers—some 14,000 workers and their families dependent on them—they dominate almost every facet of its daily life.

A few years ago there was a strike that closed Vickers down for many weeks. On the day it was settled I asked a small-keeper on the market in the town centre how things had been during the past couple of months. "A nightmare," she said.

Stuck out on the tip of the Furness peninsula, a long way—in spite of the M6 motorway—from the main stream of North West industrial activity, Barrow's economy remains, regardless of the huge effort that has gone into diversifying its industrial base, largely dependent on the shipyards and engineering works that provide jobs for roughly half of its working population.

As the crisis in Britain's shipyards deepens, and the industry's union leaders say that by next year there will be

Industry in the regions

no ships at all on the berths at most yards, Barrow has some grounds for being grateful not only for its physical insularity (and as a town it has remained largely untouched by most of the worst features of postwar redevelopment) but for the fact that it is partly cushioned from the commercial forces buffeting the rest of industry.

The Walney channel on which Vickers builds its ships may be one of the windier and bleaker spots on Britain's waterfronts but at the moment it is one of the more reassuring places to be a shipyard worker.

Unlike the other big yards on the Clyde, the Tyne, the Wear, the Mersey and across the water at Belfast, Vickers has no civilian craft on its berths. Its facilities are devoted entirely to producing naval ships including Britain's fleet of nuclear submarines, four of which are under construction or being fitted out at any given time.

As the lead nuclear yard it has built a dozen submarines compared with only one built elsewhere—at the Cammell Laird yard on the Mersey. Vickers has also become the storehouse of expertise on modern warship design and

weaponry. Its role in wartime would be to help all other yards transfer as quickly as possible to warship construction.

Nuclear submarines apart, Vickers has also turned out the first of a new generation of advanced anti-submarine cruisers, the Invincible.

Another has been built on the Tyne but Vickers is the front-runner to obtain the order for a third, which would provide welcome guarantees of employment into the 1980s.

Another string to the yard's bow is its development of an "off-the-reef" long-range frigate which Vickers is busily selling to navies throughout the world. And on the engineering side—now the non-nationalized element in Vickers' Barrow operations—the company has developed a new field-gun already in production for the Nato force and branched out into the production and supply of specialist pipework and other equipment for the offshore oil industry.

With all this on the stocks Barrow can confidently look forward to assured work for at least the next two to three years, which is a good deal more than can be said for most

shipbuilding areas around the coast.

The industry generally is heading for turbulent times as it tries to rationalize its out-moded pay structures and bargaining procedures, and as British Shipbuilders launches its new structure plan aimed at streamlining its operations—possibly at the cost of some 20,000 jobs—and putting them on a more economic footing.

Barrow may again escape the worst effects of all this because of its unique position. But it cannot afford to be complacent. Its specialized operations are always vulnerable to cuts in defence spending at home and it must face the continuing challenge from its competitors abroad.

Efforts to diversify the town's industrial structure continues. Bowater Scott is established there with a thousand workers in its tissue-making plant.

Through the Cumbria Industrial Development Office and the North-west Industrial Development Association the town is anxious to sell its available industrial sites to other investors.

Vickers and Barrow are a longstanding and highly successful partnership, but recent times have provided some object lessons in the results of overdependence on a single industry.

R. W. Shakespeare

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BY THE FINANCIAL EDITOR

Why Britain is invading the US

by the recent performance of both the Dow Jones industrial average and the United States economy, it is not surprising that a view of its prospects. Not so much companies which have in numbers been buying into America as three years. They have been bought.

An announcement that Hanson west subsidiary, Caribbrook, is to the specialty knitting yarn company Spinning, is but the latest of a trend which Hanson was one of to develop.

average return on capital employed rates running at double the level in the United Kingdom over most of the decade, it would be difficult to be premise on which the string of following Hanson (and that other United Biscuits) have built their empire. But why for Cadbury Schweppes, Ralston, Unilever, BTR, Staveley—has on this latest round of expansion the water come so lately? Was it on Wall Street and of the dollar to make temptation irresistible? The flurry of activity, particularly past 18 months, mark a new expansion on the part of British companies which they are unable to satisfy by it at home?

There is a bit of both. Against the five or six years back, when the United States companies were selling earnings multiples, their prices, though high by United Kingdom standards, were not impossible to give the prospects which they offer. And in the dollar against the £ has reduced the price still further. Companies may still be paying over for their United States acquisitions to ensure, that is, that they end up with a contested bid, and that they do not end up with the BOC had in its attempts to acquire.

assured against anything other than the United Kingdom acquisition, the BOC had in its attempts to acquire, even taking an eventual recovery of the dollar, the United States into account.

United States look good now, however, their stock at the beginning of 1975, Dow Jones was 200 points below



E. Smith, chairman of BOC International, looking towards the camera.

is today. Why is it that what was occasional voice in the wilderness did out to herald a second coming of enterprise?

sons have to be sought at home. ginning of 1975 British companies emerging from one of the most quidly squeezes they have ever ed. Far from looking for opportunities, most of them were teeping plants and workers together to spare for covetous glances companies' growth rates.

with in the number of transatlantic's since then has really been a of the slow restoration of confidence, and the realization that the indom economy, far from reviving North Sea oil, could not provide ties for the expansionary drive.

he other side of the Atlantic the is, of course, rather different. It is the British who have been making into United States territory. The have been at it, too, though their seem to have been defensive rather 'sive': they wanted to minimize their overseas markets implicit line of the dollar against the yen,

and in the increasing protectionism of overseas governments. German, Swiss and French companies have all recently been expanding or talking of expansion, through the acquisition of United States companies, though their moves seem to have been dictated more by pure industrial logic than by the opportunity of the British or the apprehensions of the Japanese.

Banking figures

Adjusting to the corset

The banking figures are now showing plentiful evidence of the impact of the "corset" controls on the asset and liability structure of the banking system. While it is entirely proper for the banks to exploit what opportunities are available to them, the extent of their asset juggling will again raise the question of whether the corset, in the best tradition of such garments, serves less to contain the body of lending than to squeeze it in one place so that it pops out in another.

Some adjustments look innocent enough. For example, bank lending to local authorities has fallen by more than £500m since May as the banks cut back on a relatively low margin corner of their portfolios to free more room for lending to the private sector. But it is questionable how much has really been achieved. Between January and May bank lending to local authorities had risen by almost a similar amount, and there seems to have been an important element of window dressing in the pre-June figures, precisely because the reintroduction of the corset was anticipated.

More significant have been the developments in the money markets. If a bank takes a deposit to fund a straightforward private sector loan that deposit counts as part of its corset liabilities, but if the bank makes a loan to the discount market it becomes deductible from its corset liabilities. Between mid-July and mid-September loans to the discount market increased from £41m to £478m. At the same time discount market holdings of commercial bills grew by some £570m.

Similarly there has been a steep growth in bank acceptance credits, which do not show on the banks' balance sheets, from £2,501m in mid-July to £3,157m two months later. Again, there has been an upsurge in interbank lending, which can be netted off for corset purposes, and while holdings of certificates of deposits, likewise deductible, have not changed significantly, the net position has improved by some £50m since June because of a rundown in the banks' own issues.

Deferred tax

In search of an earnings definition

The earnings debate in the wake of the new accountancy standard (SSAP 15) on deferred tax is taking a new twist. Since the issue of Exposure Draft 19, the accountants' discussion document, over 50 per cent of quoted companies have adopted the guidelines, but it now looks as though there could be stiff opposition from the remainder. At issue is the role of the profit and loss account in indicating a trend from which can be assessed the level of dividend payment.

The argument is that an earnings figure adjusted under the new standard—that is no longer including the bulk of deferred tax in the stated tax charge—is illusory as the basis for establishing a price earnings ratio. This is because tax relief arises from money that is actually spent either on fixed assets to gain capital allowances or on stock to gain stock appreciation relief. Thus the earnings would by no means represent cash available for distribution.

In presentational terms a solution to the problem might lie in showing a full tax charge to arrive at attributable earnings and then adding back the deferred element to arrive at retained profit. For analytical purposes the possibility has now arisen of basing a p/e ratio calculation on pre-tax earnings. It would require a fundamental rethinking of the meaning of the ratio. But it might be a way out if a full tax charge was regarded as too artificial and a reduced tax charge as too subjective. Either way, some means of evaluating capital growth potential is essential to complement a yield distorted by dividend restraint.

Chris Pond and Ceri Thomas examine the widespread illegal underpayment of workers

Low pay: a battle still to be won

Mr "A" had been in the witness box at the magistrates' court for two hours when the magistrate's questioning turned to his family background and personal behaviour.

Why did he regularly visit a flat in Wimbledon and what was his relationship with the family who lived there? Where did he sleep during these visits? How long does it take to travel by tube from Hammersmith to Wimbledon and back?

How often did he and his colleagues visit the betting shop? How much had his course of driving lessons cost? What did his parents do for a living?

This was not a case of theft or indecent assault, nor was the young man being questioned as a defendant. He was a prosecutor in a case of alleged illegal underpayment of minimum wages being pursued by the Department of Employment Wages Inspectorate.

There are almost three million workers covered by the council minimum rates (mainly in retailing, catering, clothing, laundries and hairdressing). In 1977 there were just seven prosecutions, and four civil proceedings taken against employers who were alleged to be illegally underpaying their staff.

Unfortunately, the prosecution rate does not reflect a high level of compliance with the wage regulations established in the 41 independent wages councils. These 11 prosecutions were selected from 11,577 employers inspected by the Department of Employment and said to be underpaying their staff. This means that few

people have to go through the humiliation which this young man experienced in trying to obtain their legal minimum wage. But it also means that a large proportion do not even receive the minimum.

The problem of illegal underpayment has risen in recent years, doubling from 14.9 per cent of firms inspected and required to pay arrears of wages in 1971 to 37.4 per cent in 1977.

On the basis of detected levels of underpayment the Low Pay Unit estimates that the national figure for underpaid wages is running at about £15m a year.

The recent campaigns of saturation inspections—the "wages blitz"—carried out by the inspectors in a number of towns revealed an even more disturbing picture. During 1976 27.1 per cent of employers inspected

'Blitz' campaigns

were found to be illegally underpaying their staff a total of over £76,000, and the proportion ranged up to 63.3 per cent of employers in Northwich and 54.8 per cent in Warrington.

Despite the considerable publicity which followed this campaign, the Department of Employment was again caught underpaying in 1977.

These high levels of underpayment persist despite minimum rates which are extremely low. Most of the wages council awards are around £3.4 (including pay policy supplement) for adult workers working 40 hours a week; many are much

lower and none reach the £4.50 low pay definition included in the recent pay policy White Paper *Winning the Battle Against Inflation*.

While any justification for what one official termed "wage slavery" may prove elusive, the reasons for the frequency of underpayment are easy to find. One of the most important is the complexity of the wages orders and the structure of rates which they embody. The rates vary not only according to the age and experience of the employee and the area in which the work is done, but according to the wages council by which he is covered.

For example, there are nine separate councils in retailing, each setting a different rate. A transport worker in that sector could be covered by one of 166 different minimum rates. As a result, employers and their staff are seldom certain of the appropriate minimum rate. Indeed, so complex is the legislation that, when Department of Employment inspectors were found to be advertising vacancies at below the legal minima, the department insisted that they should not be expected to understand the relevant wages orders.

But complexity is only part of the story. Employers who are

fully aware of the appropriate rates but persist in underpaying know that the likelihood of being prosecuted for the offence is small indeed. The Wages Inspectorate is grossly undermanned, having 132 staff to oversee the wages of almost 3 million workers.

Even for those firms on the inspectorate's lists (and about a fifth of firms covered are unknown to them) the annual inspection rate is about 71 per cent—which means a firm is

Penalties

unlikely to be visited more than once in 15 years. And the potential fine, should an employer be unfortunate enough to receive a visit from the inspectors while he is underpaying, is hardly a severe deterrent.

Until 1975 the maximum penalty for each offence had remained at the £50 level at which it was set in 1969, and it now stands at only £100. It is notable that the maximum penalty for illegally underpaying one's staff is half the level which an individual risks by fare-dodging on the London Underground or failing to pay for a television licence.

Nevertheless, the level of the maximum penalties may be largely irrelevant, since few employers, even second offenders, are taken through the courts. In the years 1971-77 there have only been 11 criminal proceedings against offending employers, and seven of those cases took place last year. And of those seven cases (all of which resulted in successful

prosecutions) two employers were merely "admonished" by the court and one faced a total fine (for underpaying two members of staff) of £30.

In the other cases too, fines were well below the maximum. The leniency of the courts presents real problems for the Wages Inspectorate in its efforts to enforce the minimum wage legislation. The Inspectorate, at its present level of staffing, cannot hope to check an adequate proportion of firms, although the recent "blitz" strategy certainly helped. The deterrent effect of prosecutions is therefore extremely important.

The Inspectorate rarely takes cases to the courts and only the most blatant are selected for prosecution. The level of penalties imposed—many of them well below the already maximum—suggests that the courts, which are unaccustomed to this sort of case being brought before them, are unsympathetic to the Inspectorate's attempts to clamp down on the rising level of illegal underpayment.

Mr A's four hours of discomfort in the witness box went unrewarded. The magistrates dismissed the case against the employer without explanation, to the surprise and annoyance of the wages inspectors. Ironically, only shortly after Mr A's appearance at the court, the government announced its intention through the new pay policy, of trying to improve the relative rewards of the low paid. The authors are research officers at the Low Pay Unit, an independent research organization.

Peter Hill

A fillip to the economy from investment subsidies

Mr Edmund Dell, the Secretary of State for Trade, must have logged more airborne hours than any other member of the present Government with the possible exception of Dr David Owen, the Foreign Secretary. But any list of the most travelled ministers would also include Mr Alan Williams, Minister of State at the Department of Industry, among whose responsibilities is the attraction of inward investment into this country.

Last week Mr Williams was able to reveal the details of a scheme which will lead to Roche Products, the United Kingdom arm of the Swiss-based Hoffmann-La Roche drugs group, investing £125m in Dairies, Ayrshire—an area of Scotland which is being badly hit by the rundown of steel-making and where unemployment is high.

The attraction of Roche to this Scottish town represented a personal coup for Mr Williams who had been closely involved in the negotiations along with officials of the Department of Industry's Investment in Britain Bureau. The Roche pro-

ducts venture is significant in several respects.

When Roche first discussed the possibility of investing funds for a new vitamin C plant in Britain early this year it was talking about a total investment of around £40m. Negotiations in Basle and London over the past few months have driven the total cost of the project to three and a half times that size.

In pushing up the scale of the investment the size of the Government's carrot and overall financial package also grew. This was particularly significant in relation to the Government's Selective Investment Scheme (SIS) which was introduced last December as the successor to the Accelerated Projects Scheme under Section 8 of the Industry Act 1972.

The £18m which Roche will receive under the provisions of SIS, is the largest amount yet advanced to a single project under the terms of the scheme. It has boosted the total offered to applicants under the scheme to a just short of £70m. This "seeding" by government will

produce a total investment in projects of nearly £702m.

That has produced a sense of fulfilment in Whitehall—although the paucity of government funds to invest in industry under increasingly fierce attack from Opposition spokesmen Sir Keith Joseph. The Accelerated Projects Scheme involved Whitehall disbursing nearly £85m which will in return generate a total investment of close on £550m.

It was against the background of the Accelerated Projects Scheme that SIS was conceived as a means of bringing forward earlier than would otherwise have been the case, or increasing the scale of an investment. The Roche venture is regarded by Mr Williams as a classic example.

Mr Williams explains: "A major justification is that this is the cheapest way to purchase foreign currency. For our £18m of SIS, Britain will secure balance of payments benefits of £38m a year—say £750m over the next 20 to 25 years."

For the moment the Roche scheme is the jewel in the SIS crown. The assistance has gone to a wide range of industries—most of it to United Kingdom-based companies. The chemical industry has been the largest beneficiary of offers made so far, followed by the electrical engineering industry and the vehicle sector.

Earlier this month there were 226 cases which had been approved by the Industrial Development Advisory Board but which were still awaiting approval from either the EEC, Treasury, or the Department of Industry. If all are accepted it would produce a government commitment to a further £163m of SIS assistance promoting investment of £1,700m.

The present allocation for SIS is £150m and Mr Williams will clearly have to make overtures to Treasury for a further allocation. Preliminary discussions are now taking place. The Prime Minister and the Cabinet attach great importance to mak-

SELECTIVE INVESTMENT SCHEME (up to October 12, 1978)

No	Value of Assistance (£'000)	Project Cost (£'000)	Jobs Preserved
CASES APPROVED*			
Others accepted	71	23,022	286,528
Offers outstanding or in preparation	32	40,180	415,301
Total actual or pending commitments	103	63,212	701,829
Offers refused	3	548	5,703
TOTAL OFFERED	106	63,760	707,532

No	Value of Assistance (£'000)	Project Cost (£'000)	Jobs Preserved
CASES PENDING			
IDAB approved but awaiting EEC / Treasury / Parliamentary clearance	2	4,480	32,800
Cases under appraisal	224	158,384	1,740,624
TOTAL	226	162,864	1,773,294

* Including Roche Products

ing the industrial strategy work and financial aid has a part to play.

"I would not want to lose any project which is of any value because of a shortage of funds," says Mr Williams.

Government officials and ministers in considering the level of aid advanced under SIS have placed a particular emphasis on the 40 or so sectors covered by National Economic Development Office sector working parties as part of the strategy.

Special attention is being paid to five of these industrial engines, electrical components, electrical appliances, construction equipment and office equipment.

Mr Williams is convinced that the SIS has played an important part in the revival of manufacturing industry investment. He points out that there has been a 15 per cent improvement in investment (excluding iron and steel) in the first half of this year compared with the first half of last year.

"While we cannot prove that the industrial strategy has been the cause of this rise in investment, there is considerable evidence to suggest that the strategy has been a relevant factor," he says.

In his globe trotting, which has taken in virtually every Western European country together with Japan and the

United States, Mr Williams says he has detected an awakening and an appreciation among companies of the benefits of investing in Britain. Attractive labour costs and access to the vast EEC market are among the key factors in this but there is no doubt that the handsome paraphernalia of regional aid and selective assistance is an equally important consideration in corporate planning.

Mr Williams plans to keep pressing home the advantages of investing in the United Kingdom. He will soon be having talks with German industrial leaders and there are high hopes that some blue chip German companies will make use of SIS.

Next month a high level industrial and financial delegation from Switzerland will arrive in Britain with the objective of assessing the potential for investment in the United Kingdom.

Early next year, the peripatetic Williams sets off for the United States and California's "Silicon Valley" where he plans to talk to companies in the microprocessing industry in the hope of attracting investment to the United Kingdom.

If SIS funds could attract American companies capable of giving a boost to United Kingdom microprocessor technology it would be money well spent.

Business Diary in Europe: IRI counts the candidates

stage haggling, has long Italy's political who are to be the of the two big groups, the cons-

stitututo per la industria (IRI) a national oil corporation, IRI's chairman, Aldo Moro, ended his term of office as of ENI has expired, was appointed only ago.

seeking reconfirmation further term, but he is to be replaced by the murdered Christian leader Aldo Moro, who was one of his friends.

There are therefore for their choice, tazzanti, to be pro- n deputy chairman to in which case Serre ed across to head

example of how the state and private enterprise can successfully and profitably coexist.

Though Professor Petrilli has come in for criticism, his defendants maintain that the come not from IRI but from outside, particularly the world crises in steel and shipbuilding.

In any case, with its 525,000 employees, IRI will continue to play a key part in the economy. The main question is likely to be, what kind of a Christian Democrat will be the next chairman? Influential sections of the party are pressing for

Mario Ferranti Aggradi, a professional politician and several times minister. Giulio Andreotti, the Prime Minister, is reported to have his own candidate. Also in the running is Alberto Boyer, the present director general. He would probably have the support of senior staff at IRI, among whom feeling runs high against being treated as pawns in a political game, and who in a statement have urged the choice of a chairman with professional qualifications.

Basil de Ferranti, who has been chairman of the Economic and Social Committee in Brussels for the past two years, is to be succeeded by an Italian trade unionist, Fabrizio Baduel-Glorioso, who thereby becomes the first woman to head any of the institutions of the European Community.

Signora Baduel-Glorioso comes from the Confederazione Italiana Sindacati, Laboratori, the Christian Democrat federa-

tion of unions with some three million members. She joined its research department directly on graduating in law, from Perugia University.

The Economic and Social Committee, despite its unimpressive title, ranks alongside the European Parliament as one of the two assemblies to which all the commission's proposals have to be submitted for consideration before the Council of Ministers decides upon them.

It has 144 members, nominated in equal numbers from employers, trade unions, and "other interests".

Ferranti did much to improve the committee's personal contacts with the governments of member states, and also with the press. But Signora Baduel-Glorioso has no illusions that she is taking over at an easy time. In short order, she says, the Community will have to strengthen its internal arrangements, admit three new members, and renew the Lomé Convention.

Are BL's management woes crossing the Channel? They seem to have established a beach-head in Holland. Jan de Kleermaker should have spent the weekend content with the fact that he had been successfully selling British cars to Dutchmen for the past twelve-and-a-half years. Instead he contemplated his third week of enforced inactivity: he was suspended as managing director of BL's Benelux sales operation two weeks ago, a fact that came out into the open last week.

"Suddenly a chink of light. Devolution in Belgium leads to strife between Walloons and Flemings. Business with Brussels becomes impossible and the EEC slowly dies."

Although BL in Birmingham, Leyland Nederland in Gouda, and de Kleermaker refused to comment it appears that there is a deep-seated difference of opinion over policy.

Leyland's 287 Dutch employees reacted incredulously when they heard the news. They were happy about the way de Kleermaker ran things. Under his management Leyland's share of the Dutch market has been growing steadily. Although in sheer numbers of cars, sales dropped from 13,262 (4.1 per cent) in the first half of 1977 to 12,607 (3.7 per cent) during the same period this year, there were higher sales of the more expensive models from BL such as the new Rover.

How do you become a success in the business world in France? The answer in the first instance is not to go into the business world. The best way

to the top is through the ranks of the Civil Service.

That, for example, is how Jacques Georges-Picot did it. He became a tax inspector and then switched to banking. He is now 77, but his highly successful career has seen him climb to the top of the banking tree with the Bank of Paris and the Bank of Indes, with a Saint-Gobain Pont a Mousson complex. He has served on the boards of insurance and petrol companies. He is very much a top man in France.

That, for example, is how Georges Faber did it. He became an engineer in the highways department then switched to business. Among the jobs he has held since are those of director general in France of General Electric, administrator of the General Electric Company, of Ericsson Telephones, of the Group of Atomic Advance (GAAA) and the pri-

vate Vernes Bank. He is 47, and undoubtedly will serve on many boards before he retires.

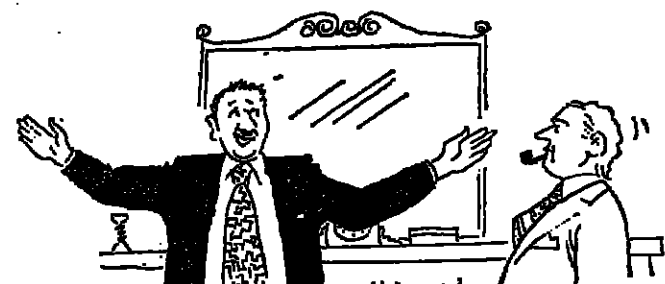
That for example is the way Jean-Paul Paré did it. He was a tax inspector and now, as every Chrysler worker knows, he runs Peugeot Citroën.

There seems to be one other requirement for success. To be sure of climbing to the top it is essential to leave the Civil Service—as all these examples did—at the age of 37.

Nearly a quarter of Spain's population, over 18 years of age has never bought a book other than a textbook, and over a third more have not bought a book for at least a year, according to a recent public opinion poll carried out in a number of Spanish towns and cities.

The poll showed that virtually all the books sold in Spain excluding textbooks or professional reference books—were purchased by 41 per cent of the population. Of the remaining section of the community, 36 per cent buy books and 23 per cent have not bought a book in the past year. Economic and social factors apparently have great effect on the sale of books. The pollsters found that, among adults who consider themselves to be in the "lower class", nearly 69 per cent do not customarily buy books. Among interviewees who categorized themselves as "upper" or "upper-middle class" the non-buyers amount to less than 9 per cent.

Ross Davies



"Suddenly a chink of light. Devolution in Belgium leads to strife between Walloons and Flemings. Business with Brussels becomes impossible and the EEC slowly dies."

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Turnover and profits substantially increased at half-year

RESULTS The profit of £1,757,000 before taxation represents an increase of 27.9% over the comparative period last year. Margins are still affected by the shortage of work in the UK and the (record) profit has only been achieved by another substantial increase in the Group's activities as turnover increased by 45.8%. The Group continues to trade successfully overseas but competition for new work is keener than in the past.

DIVIDENDS The Directors have declared an interim dividend of 1.116666p net per share. This is equivalent, with the associated tax credit, to 1.666666p per share, compared with 1.515151p per share paid last year.

PROSPECTS The present level of the order book ensures a satisfactory performance during the second half of the current year and into next year. In an extremely competitive market, both at home and overseas, the Group is making every effort to ensure that its successful trading record continues.

RESULTS IN BRIEF (Unaudited)

	Half-year to 31.7.78	Half-year to 31.7.77	Year ended 31.7.78	Year ended 31.7.77
Turnover	34,757	23,839	54,567	31,178
Profit before tax	1,757	1,373	3,113	2,000
Profit after tax	842	853	1,610	1,088
Earnings per share	5.06p	4.41p	10.88p	7.11p

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CIVIL ENGINEERING CONTRACTORS

Figure 1. The effect of the number of trials on the number of correct responses. The number of correct responses was significantly higher than the number of incorrect responses for all groups. The number of correct responses was significantly higher than the number of incorrect responses for all groups. The number of correct responses was significantly higher than the number of incorrect responses for all groups.

Post Office revives £27 million development

The Post Office is to revive a £27 million office project which it postponed for economy reasons in 1975.

The buildings, which is to house about 2,000 staff scattered about in numerous rented offices, is to be constructed on the site of the old Central Telegraph Office in St. Martin's-le-Grand, London. Archaeologists have been excavating the site during the three years since it was closed for development.

The Post Office and the Property Services Agency have had preliminary discussions with the City of London architect and further talks are planned about the design.

£155m rise in National savings

Provisional returns for September show a substantial improvement in National Savings results and reverse the downward trend of the previous two months.

Receipts of nearly £300m for the five-week period and repayments of £144.8m, both including accrued interest, gave a net increase of £155m. The total sum administered by the Department for National Savings now stands at £10,536.4m.

Both 14th Issue National Savings Certificates and Premium Savings Bonds performed impressively. The provisional figure of £27.5m for premium bond receipts has been exceeded only once before.

Junior accountants' perks help to boost pay and living standards

By Patricia Tisdell

Continuing heavy demand has kept junior accountants' salaries at or above inflation rates during the past 12 months.

A salary survey published by the Chartered Accountancy Commission today shows that most accountants earning less than £10,000 a year have had salary increases of between 9 and 10 per cent in the past 12 months.

For those earning higher salaries there have been further falls in the value of their after-tax earnings.

While partners in firms of chartered accountants receive salaries between £13,000 and £25,000, there are signs that younger partners are having difficulty in building up enough capital out of after-tax earnings to finance the working of their partnerships.

As a result increasing numbers are turning to endowment insurance policies to provide finance over a long period. Nevertheless a partnership can be severely threatened if several senior partners wish to

retire at once and withdraw all or some of their capital.

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Although it is particularly important for larger firms to abide by government pay guidelines because they depend on the Government for much of their business, they have managed to maintain more generous salary increases for junior staff by a variety of methods.

The survey comments on a tendency to regrade qualified accountants earlier than would otherwise have been the case in order to pay salary increases in excess of those strictly permissible within the pay policy.

Another method has been to raise allowances associated with the job.

Travelling expenses have been significantly improved in many practices, says Accountancy Personnel. Provision of cars has become a little more common with newly-qualified accountants. Other fringe benefits mentioned in the report include BUPA subscriptions, interest-free loans and

discount cards. One firm runs weekend "seminars" at country hotels to which staff bring their wives.

Improved salary prospects have contributed to the attraction of more highly-qualified entrants to the accountancy profession. A radical change over the past two or three years has been the rise in the number of university graduates, who now constitute 65 per cent to 70 per cent of new entrants.

This has meant new pressure on non-graduates for whom there is said to be something of a salary barrier at about £8,000 a year.

Although women are still vastly outnumbered by men, the survey reports that the prejudice against women is decreasing at all levels in favour of a fairer, more meritocratic approach.

This change is reflected in the fact that a Higher National Diploma in Business Studies was able to choose from 10 offers of training contracts and started at £2,700

Italian diesel assault on UK

An Italian company manufacturing industrial diesel engines is planning an assault on the British market in the next few months.

SAME Spa, based in Treviso, northern Italy, will be introducing its engines to the United Kingdom at the Public Works Exhibition at Birmingham's National Exhibition Centre next month. A major

selling point will be the company's claim that it can deliver orders in less than three months.

The company, Italy's second largest producer of agricultural tractors, will be offering a series of engines made at Treviso, where capacity has recently been increased to enable production of 150 engines a day. There is scope to increase to 170 if the United

Kingdom proves a lucrative market.

SAME has not yet announced its distributor, but considers the market to be "potentially large". It will be concentrating on the smaller manufacturer, producing up to 1,000 units a year, to whom the meeting of delivery dates is crucial.

The company's initial aim is to break into the construction, marine and agricultural fields.

Chinese rail expansion offers scope for Britain

Hongkong, Oct. 22.—A British Rail executive said at the weekend that China had opened "many doors" for cooperation in modernizing its railway system, including possible electrification of the busy line from the Hongkong border to Canton.

Mr Ian Campbell, British Rail's chief executive, said no agreements were signed during a very successful two-week mission to China, sponsored by The Times and Business Perspectives, but he expressed optimism that Britain will get a share in China's crash programme to expand its railways.

As a result of the talks British Rail submitted a preliminary plan for the modernization of the 146 kms line from the Hongkong border to Canton, and a detailed proposal would be submitted by the end of December.

Mr Campbell said the Chinese were interested in complete systems for bulk loading and unloading of coal, oil and minerals which the British already had.

They also have expressed interest in specially designed freight wagons, equipment to improve curve speed, track design for minimum maintenance and computerized signalling and switching.

He said a Japan National Railway mission visited China last month and was believed to be close to agreement on a co-operation pact, but he noted that no agreement had yet been signed.

"We're competing," Mr Campbell said. "China is a big country and its needs are great. There's room for both of us if we provide the right thing at the right price."

He said a number of Chinese technicians already had studied at British Rail's technical centre in Derby and he announced that more technicians would be attending and concentrating on "economical technology".

Business appointments Lord Nelson for Royal Worcester

Lord Nelson has been appointed a non-executive director of Royal Worcester. Mr K. H. Chapman has retired.

Dr A. E. Jones has been made chairman and Mr P. Harris managing director of Babcock Electrical Projects.

Other members of the board are: Mr P. H. Bowen, Mr J. H. Jones, Mr A. G. Poole and Mr H. Peters.

Mr Nicholas Kessler has been made a director of River and Mercantile Trust.

Mr David Northway, managing director of BSA Sintered Components, has been appointed chairman of the sister company, BSA Metal Powders.

LETTERS TO THE EDITOR

State industries and the powers of ministers

From Mr Anthony Cockerill

Sir, The timely and perceptive article on the relationship between government and the nationalized industries (October 18) asks whether ministerial powers of specific direction over the public corporations, which have been supported recently by the Select Committee on Nationalized Industries, would lead to more private arm-twisting and still less parliamentary accountability.

It is saying for the moon to hope that political intervention in the nationalized industries will ever cease. Given that, it is good sense to try to ensure that ministerial influence is as overt and precise as possible, and subject to effective scrutiny.

It is not so much that the Morrisonian "arm's length" relationship, designed to ensure the commercial operation of the public corporations, has "not worked" (as the National Economic Development Office report asserted), as that it has never been given the chance to work—and, under the present system, never will be.

Neither does the "concerted" approach, favoured by NEDO, offer a way forward: in contrast to other nations (for example, France and Japan) there is too much dissonance within and between the major United Kingdom political parties on how the nationalized industries should be run and to what purpose.

Many would agree that it is legitimate for the nationalized industries—and for the private sector as well—to assume objectives which go beyond considerations of narrow commercial interest. In the nature of things, these pressures are likely to be strongest in the public sector.

One way to deal with them, as in the draft Electricity Bill, is to impose wide duties on the corporations by statute. But there are then problems of interpretation and implementation: as a senior civil servant said in evidence to the SCNI, such duties "could mean anything when you make the final assessment". Far better, surely, to require the sponsoring minister to set out precisely his requirements in a statutory order which is then subject to effective scrutiny.

The risk remains that ministers will use specific directives as a reserve power, coupled with their gifts of reappointment, to influence chairman of the corporations informally—the so-called "lunch-table directive". But these de facto powers have always existed and have been used extensively and without effective scrutiny or accountability. Statutory powers of specific direction offer the hope of more open and more accountable ministerial control.

To the extent to which non-statutory pressures persist, the Select Committee on Nationalized Industries has for more than twenty years provided a public forum in which these matters can be brought to light and examined. It is to be hoped that the House will bear this in mind when it comes to consider the recommendations of the Select Committee on Procedure.

Yours faithfully, ANTHONY COCKERILL, Senior Lecturer in Economics, Department of Economics, University of Seaford, Seaford BN24 4WT, October 19.

Evidence at Vauxhall tribunal

From Mr S. R. Montlake

Sir, The recent industrial tribunal regarding the worker at Vauxhall who was summarily dismissed for sleeping while on night duty appears to be ending in a most unsatisfactory manner. It is possible that the full record of the tribunal has not been reported but there are certain disquieting aspects which I feel have not been answered.

The worker concerned claimed that it was the practice at Vauxhall for workers who had completed their quota to retire to sleep. The questions which arise from this statement are as follows:

1. Had he completed his quota satisfactorily?
2. If he had completed this quota satisfactorily what were the instructions from management regarding such a situation?
3. If the worker concerned had in fact completed his work satisfactorily, was he a fast worker who should in fact have received praise rather than blame as the other workers slow workers to whom he should have been asked to show his technique?

If the above questions are answered to the fact that he had completed his quota and that neither Vauxhall nor his foreman considered him to be a very fast worker, once again one must ask what sort of work quota is being set by the management of Vauxhall and to what extent we are all paying for what might well appear to be badly negotiated work rates.

Yours faithfully, S. R. MONTLAKE, Director, Rookgrove Limited, 133 High Street, Acton, London, W3, October 13.

Gratuities for solicitors

From Mr N. Fizen

Sir, As a fairly average solicitor, I am pleased to respond to Mr Griffin's claim (October 18) that "the value of the gratuity of many a self-employed solicitor would put to shame the tips of many a self-employed taxi driver".

I have acted for about 200 clients this year but the only tips that I have received have been two bottles of wine, one lunch and five apples. I am far from complaining, but I suggest that the infrequency of a solicitor's tips places him in quite a different category from a taxi-driver, who usually, if not always, receives a tip at the end of each journey.

Yours faithfully, N. FIZEN, Bathaston Cottage, Church Lane, Bathurst, Bath BA2 7EP.

Spanish tax

From the Leader of the Greater London Council

Sir, Mr Watson's analogy (October 17) between British capital transfer tax and the Spanish wealth tax is insufficiently close to be of much use to us.

Even if it were a close parallel, it still would not explain away the entirely arbitrary basis the Spaniards appear to have adopted, or the unfairness of it all.

In our own country we are beginning to learn the bitter lessons of driving our most productive citizens into unwilling tax exile. The seed corn is not only being consumed—where it does take root it is being trampled on. I only hope that Spain does not start along the same road.

Yours faithfully, HORACE CUTLER, The County Hall, London SE1 7PE.

From Mr A. G. Wright

Sir, With reference to the two letters by Sir Rafael Valls (October 5 and 12) on property tax in Spain, may I register total bewilderment.

On October 12 he says that "the liability to the tax is governed by residence". Now he says that it is governed by physically holding property in Spain. Those of us who live in the United Kingdom and only go to Spain for a holiday certainly are not residents. The Spanish Embassy defines "tourists" as those who spend less than six months per annum in Spain. Are such "tourists" liable for the tax, and if so, what is the base for the valuation?

Yours faithfully, A. G. WRIGHT, 279 Northolt Road, South Harrow, Middlesex.

Vickers' warships spell success for Barrow

Should Barrow in Furness ever decide to change its name (well, Istanbul was Constantinople once) it will not have to wrack its collective brain for very long for an alternative. A pretty obvious choice would be "Vickerstown", for if there is any place where a town and a company are synonymous it is surely Barrow.

The Vickers shipyard and its associated engineering works are not only the town's largest employers—some 14,000 workers and their families dependent on them—they dominate almost every facet of its daily life.

A few years ago there was a strike that closed Vickers down for many weeks. On the day it was settled I asked a small-keeper on the market in the town centre how things had been during the past couple of months. "A nightmare," she said.

Stuck out on the tip of the Furness peninsula, a long way—in spite of the M6 motorway—from the main stream of North West industrial activity, Barrow's economy remains, regardless of the huge effort that has gone into diversifying its industrial base, largely dependent on the shipyards and engineering works that provide jobs for roughly half of its working population.

As the crisis in Britain's shipyards deepens, and the industry's union leaders say that by next year there will be

Industry in the regions

no ships at all on the berths at most yards, Barrow has some grounds for being grateful not only for its physical insularity (and as a town it has remained largely untouched by most of the worst features of postwar redevelopment) but for the fact that it is partly cushioned from the commercial forces buffeting the rest of the industry.

The Walney channel on which Vickers builds its ships may be one of the windier and bleaker spots on Britain's waterfronts but at the moment it is one of the more reassuring places to be a shipyard worker.

Unlike the other big yards on the Clyde, the Tyne, the Wear, the Mersey and across the water at Belfast, Vickers has no civilian craft on its berths. Its facilities are devoted entirely to producing naval ships including Britain's fleet of nuclear submarines, four of which are under construction or being fitted out at any given time.

As the lead nuclear yard it has built a dozen submarines compared with only one built elsewhere—at the Cammell Laird yard on the Mersey. Vickers has also become the storehouse of expertise on modern warship design and

weaponry. Its role in wartime would be to help all other yards transfer as quickly as possible to warship construction.

Nuclear submarines apart, Vickers has also turned out the first of a new generation of advanced anti-submarine cruisers, the Invincible.

Another has been built on the Tyne but Vickers is the front-runner to obtain the order for a third, which would provide welcome guarantees of employment into the 1980s.

Another string to the yard's bow is its development of an "off-the-reef" long-range frigate which Vickers is busily selling to navies throughout the world.

And on the engineering side—now the non-nationalized element in Vickers' Barrow operations—the company has developed a new field-gun already in production for the Nato force and branched out into the production and supply of specialist pipework and other equipment for the offshore oil industry.

With all this on the stocks Barrow can confidently look forward to assured work for at least the next two to three years, which is a good deal more than can be said for most

shipbuilding areas around the coast.

The industry generally is heading for turbulent times as it tries to rationalize its out-moded pay structures and bargaining procedures, and as British Shipbuilders launches its new structure plan aimed at streamlining its operations—possibly at the cost of some 20,000 jobs—and putting them on a more economic footing.

Barrow may again escape the worst effects of all this because of its unique position. But it cannot afford to be complacent. Its specialized operations are always vulnerable to cuts in defence spending at home and it must face the continuing challenge from its competitors abroad.

Efforts to diversify the town's industrial structure continues. Bowater Scott is established there with a thousand workers in its tissue-making plant.

Through the Cumbria Industrial Development Office and the North-west Industrial Development Association the town is anxious to sell its available industrial sites to other investors.

Vickers and Barrow are a longstanding and highly successful partnership, but recent times have provided some object lessons in the results of overdependence on a single industry.

R. W. Shakespeare

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